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Library Balanced Scorecard: A Tutorial

An IMLS funded project

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Customer Perspective

To achieve our vision, what must we look like to our customers?

Purpose, Service, Quality

Information Resources Perspective

To satisfy our customers, what quality information resources must we provide?

Accessibility, Quality, Depth
Programs, Training

Internal Processes Perspective

To satisfy our customers, what business process must we excel at?

Productivity, Time, Cost

Organizational Readiness Perspective

To satisfy our customers, are our staff and infrastructure capable of delivering services?

Staff skills, Innovation
Availability & reliability of tools

Financial Perspective

To succeed, what financial resources are required?

Budget, Value,
Accountability

What is a Balanced Scorecard?

Origins

Robert Kaplan, a Harvard accounting professor, and David Norton, a consultant, collaborated on a project to develop a set of performance measures that would complement the heavily weighted financial measures found in almost all company annual reports – see the [Resources](#) section for references to articles and books pertaining to the scorecard. Financial measures by their very nature are backward-looking or lagging measures and reflect results of the prior month, previous quarter or last year. The result of this project was development of the Balanced Scorecard.

The performance measures selected for the Balanced Scorecard should reflect the vision and strategies of the organization and include four viewpoints or perspectives: financial, customer, internal business processes, and innovation and learning (sometimes called organizational readiness, learning and growth or potentials). Within each perspective, three to five measures are chosen to reflect the strategic goals and vision of the organization. Originally developed to fit the needs of for-profit companies, [the Balanced Scorecard](#) has been successfully adapted by governments and non-profit organizations.

The Balanced Scorecard is “read” from the bottom to the top – see [the Balanced Scorecard Perspectives](#). In effect the scorecard requires the organization to create a cause-and-effect relationship between the perspectives. For example, if a company invests in additional training for its staff and provides the necessary information technology infrastructure (the Organizational Readiness Perspective), then the staff members will be better able to develop improvements in procedures and processes (the Internal Processes Perspective) and thus work more productively. The staff will also be better able to respond to customer needs and requests which will lead to more satisfied customers (the Customer Perspective) which in turn will lead to higher revenues and better profits (the Financial Perspective).

The four perspectives are designed to balance:

- The financial and non financial
- The internal and external
- Current performance with the future.

Once the organization is able to clearly articulate its strategy, the organization will create a strategy map which is a graphic method for showing how its strategy is reflected in each perspective. Performance measures are then selected to reflect the selected strategies and both short-term and long-term targets for each measure are identified. The data for each measure is collected as required (data may be collected by an automated system as the result of each transaction, or

sampled periodically ranging from short periods of time to annually). The Balanced Scorecard is typically updated and the results presented on a quarterly basis.

The Organizational Readiness Perspective

This perspective, sometimes called “Learning and Growth,” “Innovation and Learning,” or “Potentials,” is designed to assess the library’s ability to compete in the future. The organization may assess the skills of its employees in order to determine if the right mix and depth of skills are present to meet the changing competitive environment. The information technology readiness assessment is designed to ensure that the IT network and software applications meet the needs of the organization today and into the future. The organization may also wish to determine whether its organizational culture will support a climate for change and action as reflected in employee morale and the staff turnover rate.

This perspective attempts to answer the following type of questions:

- Are staff members equipped with the right skills to deliver quality services?
- Are new technologies being tracked so that skills likely needed in the future are being identified?
- Does staff have the proper tools and training to perform their jobs in an excellent manner?
- Is the library’s information technology infrastructure (local area network, link to the Internet, and application software) adequate to meet the needs of the library today and into the near-term future?
- Are the morale and motivation of library staff members high?
- Does the library have a culture that is willing to carefully and systematically assess the quality of services currently being delivered?

The Internal Process Perspective

The goal of the Internal Process Perspective is to understand the processes and activities that are critical to enabling the library to satisfy its customer needs and the processes that add value in the eyes of the customers. In developing its Balanced Scorecard, the library should be identifying and implementing the strategies that allow it to offer distinctive and sustainable competitive advantages.

Usually costs, quality, throughput, productivity, and/or time measures are included in this perspective. Quality improvement initiatives attempt to monitor and improve existing library practices and processes by eliminating non-value added work and streamlining workflows. In developing its own scorecard, the library may identify new services, and hence processes, at which it must excel in

order to meet customer expectations and changing conditions of the marketplace.

There are many methodologies and techniques available to support improvement (whether continuous/incremental or radical) of internal processes and procedures. These include process reengineering as advocated by Michael Hammer and James Champy, activity modeling, data modeling, activity based costing (ABC), cost-benefit analysis total quality management, and so forth.

The Customer Perspective

For any organization, the heart of its business strategy is the customer value proposition that allows the organization to differentiate itself from its competitors. The performance measures or indicators chosen for this perspective show the extent to which the company is serving its potential market (market share) and how well the customers' needs are met by the product or service being delivered (customer satisfaction measures).

Customers generally evaluate a product or service by considering three discrete categories of benefits: Product or service attributes, a relationship, or the image of the provider organization.

The Financial Perspective

The "bottom line" for any for-profit company is to choose a set of strategies that deliver long-term shareholder value by increasing the growth of revenues (and profits) as well as providing its overall productivity, e.g., improving its asset utilization. Thus, in a company's annual report you will see the presentation of information about market share, revenue growth, profitability, and so forth.

The "bottom line" for a public library, governments, and non-profit organizations should be about effectiveness – the delivery of required/desired services in an efficient manner to its customers.

Integrating the Perspectives

The strength of the Balanced Scorecard is that it allows the organization to focus on identifying the impact of its strategies using each of the perspectives. That is, using a logic model the company is able to formulate a cause-and-effect relationship between the perspectives.

For example, consider the normal Balanced Scorecard. Four broad assumptions about the interrelationships are hypothesized in a general [cause-and-effect relationship](#).

The strength of the scorecard is demonstrated by its balance – showing how well you *have been* doing (lagging indicators), how well you *are* doing (current indicators), and *can expect* to do in the future (leading indicators). Using a Balanced Scorecard will assist an organization in focusing on the factors that create long-term value for its customers.

Research has validated the underlying structure of the scorecard. For example:

- Increased employee satisfaction leads to higher performance
- Service quality is correlated significantly with customer satisfaction
- Rework and waste significantly affect performance.

Benefits

Organizations are using the scorecard to:

- Clarify, update and communicate strategy
- Link strategic objectives to performance measures with associated long term targets
- Broaden managements focus issues that affect sustainable long-term performance
- Provide a focus for continuous process improvement efforts and quality enhancement initiatives
- Identify and align strategic initiatives
- Identify critical employee competencies
- Use the updated scorecard to learn about what capabilities are critical to realizing strategic intent
- Demonstrate accountability.

One of the primary reasons why the Balanced Scorecard has been so successful is that it assists an organization in translating its vision and strategies into concrete actions by people throughout the organization. In short, the selection of the correct performance measures will show how well the organization is doing in

terms of implementing its strategy. When used in this way, the scorecard becomes a strategic management tool rather than simply a new format for monitoring performance.

Strategic management is a systems approach to identifying and making the necessary changes and measuring the organization's performance as it moves toward its vision. Rather than merely a collection of performance measures or a wish list for continuous improvement, the scorecard prescribes a plan for strategic execution.

The Balanced Scorecard approach can be adapted by organizations to meet their specific goals and circumstances – see the [Balanced Scorecard Overview](#). The use of multidimensional perspectives found in a Balanced Scorecard will change the perception of the library's performance – **away** from past performance and **toward** what the library seeks to become.

The Balanced Scorecard assists the organization in answering two very fundamental questions:

- What do we want to achieve and what must we do to achieve it?
- Are we doing what we set out to do?

A Suggested Process

The challenge for any organization, including a public library, is to figure out answers to five very important questions:

- **Why?** Why does the organization exist?
- **Where?** Where is the organization headed (the vision thing!)?
- **Who?** Who are its customers?
- **What?** What are its product and service offerings?
- **How?** How will the organization create and deliver its products and services (the strategies to be employed)?

Using a top-down approach, an organization is able to link its mission and vision to the strategies that it will use to achieve its vision (see [Aligning Mission, Vision, Strategies and Measurement](#)).

Determine Who Participates

The library director will need to appoint staff members to the Balanced Scorecard team. Normally the team should include five to nine individuals who will work well together and have the ability to take a look at the library from a broader perspective. Involving individuals from all levels and departments of the organization will provide a variety of perspectives which will be beneficial. Clearly developing a Library Balanced Scorecard is something new for your library. Developing the scorecard will involve asking lots of questions and challenging a long-standing list of assumptions about what constitutes a public library.

The library director should appoint a Scorecard Team leader who will assume responsibility for scheduling meeting, creating documents and other materials. Most importantly, the team leader will be an advocate for the library's Balanced Scorecard. However, it is vital that the team leader read extensively in order to serve as a "mentor" or "coach" for the team as it works to develop the library's scorecard.

Tip! Remember that developing a Library Balanced Scorecard is a multi-year commitment. The scorecard will need to be updated quarterly and the process of developing the scorecard will likely require a number of projects and initiatives that will need resources, management attention and follow-up.

Who Will Facilitate

The library should carefully consider the important role of a facilitator. The facilitator may be an outside consultant or a staff member. If the facilitator is a staff member, s/he will need to invest a fair amount of time to do some readings recommended in this Workbook in order to become very knowledgeable about the concept of Balanced Scorecards.

The facilitator's role is to be a resource person both about Balanced Scorecards as well as the process to develop the library's scorecard. The facilitator is to encourage and suggest alternatives to the team responsible for developing and implementing the scorecard in your library.

Understanding the Stakeholders Perspective

Prior to embarking on the process to develop your library's Balanced Scorecard, it is key for your success to arrange a meeting with a number of the library's funding decision makers and other interested stakeholders in order to better understand their perspective and experience with the concept of evaluating programs and services provided by public agencies in general and assessing the value of the local public library in particular.

Some individuals are comfortable with the use of performance measures and statistics while others rely more on qualitative information – reports of problems and frustrations being experienced by those who use the library as well as stories of people who are pleased with the local public library. It is crucial to determine how they determine value of various services and most importantly, how they determine the value of your library. Are they interested in usage information (outputs), efficiency, impacts on library customers, and so forth?

Having this information about how stakeholders view the use of performance measures and what they might like to see reported to them about how well the public library is doing provides a foundation for all subsequent activities.

Time Commitment

Most organizations develop their Balanced Scorecard by meeting weekly in a three to four hour session. Since the topics involved in developing the library's scorecard are very important, care must be taken that those involved in the meetings are not interrupted.

Other organizations have used a much more intensive process whereby the Scorecard Team meets off-site for six to ten days of intensive meetings. This latter approach will, in most cases, require the use of a facilitator to ensure that the team does not get side tracked in various tangential issues.

Budget Impact

The library should allocate a small amount of money to cover the purchase of materials, duplicating the scorecard, making posters and so forth.

The Process

The process to develop a Balanced Scorecard is fairly straight-forward and incorporates elements of traditional strategic planning and the use of selected performance measures. This six-step process is outlined as shown in the [Process to Develop a Library Balanced Scorecard](#).

Review the Library's Mission & Vision Statements

The development of a library's Balanced Scorecard starts with an abbreviated planning process that re-examines the libraries mission statement and vision statement. The mission statement articulates the reason why the public library exists, who it exists for, and what products and services will be provided. The vision statement clarifies the long-term view of what the library will be at some point in the future.

Develop a Strategy Map

Strategies are the means or choices that a library chooses to use in an attempt to close the gap that exists between what exists today and the vision for the future. Or, another way to understand strategy is to note that it translates what customers want into what we must deliver!

This step begins by the library deciding upon which perspectives to include in its scorecard and its strategy map. The purpose of the strategy map is to visually illustrate the strategies that a library has chosen and the relationships that exist between each of the different perspectives in the library's scorecard.

Select Performance Measures

A Balanced Scorecard contains a maximum of three to five performance measures for each perspective. Thus, the selection of each measure must be carefully considered from a list of other potential measures that might be used. It is also important that the measures selected reflect in some way the strategies that the library has chosen to utilize. Also, a variety of types of measures – input, process, output and outcomes or result measures – has been proven beneficial.

One important activity that can assist in the process of performance measurement selection is to identify the critical success factors for each perspective. A critical success factor is one of the characteristics that is essential to the success of the library and distinguishes the library from its competitors.

Having a clear understanding of the critical success factors for each perspective will make it clearer as to what performance measures should ultimately be selected.

Identify Targets and Initiatives

This step establishes targets (both short-term and long-term – the length to be decided by the library) for each performance measure. The targets for each measure should be achievable yet still require a significant effort in order to achieve the desired goals. In some cases, it may be necessary for the library to identify some initiatives that may be required in order to achieve the targets for some of the measures.

Integrate the Library Scorecard

Once the library has created its Balanced Scorecard, it then can become a focus of management meetings as well as departmental staff meetings. The scorecard affords the library the opportunity to move from a traditional management orientation of problem solving by “fighting fires,” and “juggling multiple balls simultaneously” to one of strategic management.

The library may also wish to cascade the scorecard down to the library’s departments and/or branches. Using the Balanced Scorecard as the focus, the library will be able to more easily prioritize possible initiatives and projects. The library should also integrate the Balanced Scorecard into its annual budgeting process. That is, the strategic priorities identified in the scorecard can be used to help allocate the library’s precious resources.

When executed well, the balanced scorecard process will assist a library in moving ahead to embrace a culture of assessment. With appropriate training and encouragement from the library’s management team, staff members can assume responsibility for identifying problems, suggesting possible ways to gather data in order to perform an analysis, and make recommendations for improving existing library processes.

Communicate the Library Balanced Scorecard

The library must first choose how to present the results of the scorecard to its stakeholders from among several options. Generally, some explanatory text accompanies the scorecard explaining the structure and cause-and-effect relationships among the perspectives. And in most cases the library’s Balanced Scorecard is updated on a quarterly basis (although some measures may be updated less frequently).

Comparing each of the performance measures to their associated targets are typically displayed in a color-coded similar to a traffic signal – green to indicate that the results exceed the target; yellow to signify that the results fell a little short of the target; and red to show that the results are significantly less than the desired target.

The scorecard is then shared with all library staff members as well as the interested stakeholders. Some organizations have developed a systematic communication program to share the results with everyone by posting the scorecard on their Web site, making up posters and placing them within the offices, including scorecard articles in a monthly staff newsletter, and so forth.

Summary

The Library Balanced Scorecard has the potential for transforming a public library by clearly communicating the library's strategies, performance measures, targets and initiatives to the library staff members so that they can more closely align their day-to-day activities in order to achieve the library's vision as shown in [Why Use a Balanced Scorecard](#). The scorecard is key in communicating with stakeholders what the library is doing and accomplishing in its community.

Reviewing the Mission & Vision

A library's mission statement provides answers to some very important questions: Why does the library exist? Whom does the library serve? What services are provided? What makes the library distinctive or unique? In short the mission statement defines the core purpose of the library – its *raison d'être*.

A mission statement that is clear and understandable clarifies what the role of the public library is for any interested party, whether staff members or stakeholders in its community. As David Osborne and Ted Gaebler have noted in their book *Reinventing Government*:

The experience of hashing out the fundamental purpose of an organization – debating all the different assumptions and views held by its members and agreeing on one basic mission – can be a powerful one. When it is done right, a mission statement can drive an entire organization from top to bottom.

It must demonstrate the difference an organization will make for those it serves, rather than merely describing what the library does. It describes WHY the library exists, not what methods are used to deliver its services. Your mission statement should be broad enough to allow for growth and expansion, but narrow enough to keep the library driven and clearly focused.

Useful Mission Statements

Some of the attributes of a useful mission statement are:

- **Simple and clear.** Even a cursory examination of a few public library mission statements will clearly make the point that most library mission statements want to be all things for all people! This desire means there is a lack of focus that will result in poor services. Peter Drucker calls this mistake an attempt to turn missions into “hero sandwiches of good intentions.”

A mission statement must be articulated in one or two sentences. Anything more obviates the requirement to be simple and clear. If the library's mission statement won't fit on a T-shirt then it's too long! Similarly the statement must avoid the use of any library jargon.

- **Broad and long-term in nature.** While the service offerings, strategies and tactics provided by the public library may change, the mission statement should be as valid twenty years from now as it is today.

- **Focus on the present.** The library mission statement should not be future oriented – that is the role of the vision statement.
- **Easy to understand.** If the mission statement is easy to understand, then it will be easy to communicate to the library’s staff members, key stakeholders as well as to the community at large. A compelling mission statement will not resort to buzz words – such words typically have a very short shelf-life.

Quick test! Check your library’s existing mission statement. What grade would you assign your statement using the above criteria? Perhaps it is time to revisit and revise your library’s mission statement!

Writing a Mission Statement:

Prior to drafting its mission statement, the library may want to consider and identify its core competency as suggested by Gary Hamel and C.K. Prahalad in their book *Competing For the Future*. A “core competency” is what is at the heart of an organization and defines in a major way the customer value proposition or the benefits that a customer experiences. Having a clear understanding of the library’s competencies will determine, in part, the choice of the broad strategies selected by the library.

For the vast majority of public libraries, the core competency is likely to be the library’s collection – both physical and electronic. The Delaware State Library defined the core purpose of a public library as “Collections available to Inform, Educate, and Entertain.”

One useful approach is to use the following template as a way to create or update your library’s mission statement.

We exist to *(purpose or need)*

to provide *(services or products)*

for *(customers)*

so that *(planned outcomes or benefits)*

After you have revised the library’s mission statement, make sure it is reviewed by staff members at all levels as well as by stakeholders and work to embrace

any concerns that may arise. The mission statement must serve to inform all staff members and other stakeholders as to the central focus of the library.

Note that the mission and the library's core values will remain fairly stable over time. The library's vision provides a picture of the future that clarifies the library's direction and helps staff members understand why and how they should support the library.

The Vision Statement

A *vision* describes the desired future state or set of circumstances. It is brief and provides a picture of the future as seen through the eyes of the *customers*, *stakeholders* and employees. A vision statement translates the library's mission into intended results. A good vision will assist the library in formulating strategies and objectives as well as allocating resources.

A good *vision* statement is one that will not only inspire and challenge, but also be meaningful so staff members will be able to relate their job to the *vision*. It is broad, enduring and will "grab your heart." The *vision* provides direction and contributes to a Library's identity and uniqueness. It inspires action that leads to achieving results. And most importantly the vision statement must be *measurable* in some way so that the library will know if it is making progress in achieving its vision.

Stephen Covey, in his book *The Seven Habits of Highly Effective People*, exhorts managers to always "Begin with the end in mind." Thus, the library should be asking these questions:

- What is it that the library wants to do?
- What are we hoping to accomplish?
- What results are we seeking?
- How will we enhance the quality of life for those who use our services?
- What do customers do at the library they don't want to do?
- What are customers experiencing they'd rather not?
- What do customers dream about doing, knowing or experiencing?
- What inhibits potential customers from using the (physical or virtual) library?

Answering the question "Who is our customer?" provides the basis for determining what customer's value, formulating the library's vision, and defining your results.

Customers change constantly. There will be greater or lesser numbers in the groups the library already serves. They will become more diverse. Their needs, wants, and aspirations will evolve. Does your library really know and understand the different segments that constitute its customer base?

Useful Vision Statements

As is the case in developing a mission statement, creating a vision statement can be a challenging assignment. Among the characteristics of effective vision statements are:

- ***Succinct.*** A really good vision immediately draws you in and captures your attention. If you must read a paragraph or two, then it will not be memorable or compelling. Much like a mission statement, the vision statement must be short so that it would fit on a T-shirt.
- ***Appealing.*** The vision must paint a clear and compelling word picture about the future that it will excite and energize all who are interested in the library – staff members, stakeholders, and customers.
- ***Feasible.*** The vision, with resources, energy, dedication and time, must ultimately be achievable. The vision should involve setting some goals and objectives that will require the library and its staff members to stretch in order to be achieved. And it may well take ten or more years to achieve, e.g., President John F. Kennedy's vision of reaching the moon in a decade, was designed to motivate and energize NASA as well as the nation.
- ***Meaningful.*** The library's leadership team must walk the walk and not simply talk the talk in order to demonstrate that the vision has real meaning. Actions by the management team in terms of how time and resources are allocated will clearly demonstrate if the vision is embraced "heart and soul." A good vision statement will engender a positive emotional response but vision statements should not use words that describe an emotion.
- ***Measurable.*** The vision statement should contain language so that it is possible to develop performance measures that would assist the library in determining when the vision has been realized or achieved. For example, Microsoft's vision statement in its early years was "A desktop PC in every office and home." Since the number of homes and offices is known, it is possible to measure the progress that was being made toward its vision.

Some organizations have developed a vision statement that conveys a lot – sometimes with very few words. The vision statement must recognize the environment within which the organization operates – that is, that change is constant and that competitors exist, even for public libraries.

In developing a vision statement, a library might wish to consider the following questions:

- Who are the library's primary customers?

- What are the library's priorities as represented in the vision?
- What would the future look like if the goals were achieved and the vision fulfilled?
- What are the library's greatest opportunities in the future?
- How will the library enhance the quality of life for those who use its services and products?
- How does the library describe the desired future?
- What contribution to the community's quality of life will the library be making?

Writing a Vision Statement

The vision statement answers the question, "Where do we want to go?" in terms that describe a highly desirable future state for the community served by the public library.

Similar to the mission statement, use the following template as a way to create or update your library's vision statement.

We seek to become

for *(customers)*

Strategy Maps

In almost every case, the mission and vision statements developed by the library are too broad to guide day-to-day actions and resource allocation decisions. A library can make its mission and vision operational when it defines a strategy for how the vision will be achieved.

Public libraries create value from leveraging their tangible and intangible assets – highly skilled professional staff, the physical collection, providing access to electronic databases, the library's catalog and Web site, physical facilities for meeting and programs, and so forth.

A public library's strategy is the manner in which it intends to create value for its customers, stakeholders and citizens. The formulation, execution, and measurement of strategy provides the basis to evaluate its effectiveness in order to ascertain whether adjustments to the strategy need to be made.

The Balanced Scorecard is a powerful management tool that facilitates the tracking of a library's actual performance compared to its planned objectives. The scorecard assists the library in identifying the measures that will reflect the library's strategy – how it expects to create sustainable value. It is suggested that the Balanced Scorecard should have a maximum of three to four measures per perspective. This limitation forces the library to identify and measure the few critical variables that represent the library's strategy for value creation.

What is Strategy

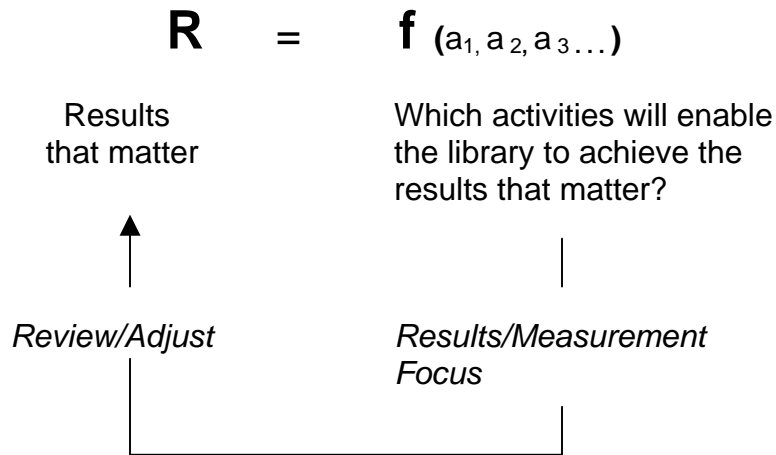
Strategies are all about *how* the organization decides to organize its available resources to achieve its vision. And once the library has decided upon a set of strategies to follow, it must not simply reside in a strategic planning document that is occasionally pulled from the shelf. Rather all library staff members must be cognizant of the strategies as they go about completing their daily tasks. In short, strategy is a hypothesis about what drives an organization's success.

For many public libraries, "strategy" consists of a relatively long planning document that consists of lists of programs, tasks and initiatives rather than the outcomes the library is attempting to achieve. Strategy must shift from what the library plans to *do* to what it intends to *accomplish*.

As Peter Senge has observed in his book *The Fifth Discipline*:

"Many leaders have personal visions that never get translated into shared visions that galvanize an organization. What has been lacking is a discipline for translating individual vision into shared vision."

The primary goal of any kind of strategic planning process is to identify the *results that matter*. Once the results that matter have been identified the organization then must determine what major activities will enable the organization to achieve the desired results. This concept can be expressed as a formula:



There are three broad strategies that a library may wish to consider: customer intimacy, innovative services, and operational excellence. Having a greater understanding of the needs of the library's customers and how the library adds value will allow the library to make a better selection of what broad strategy to choose.

A library cannot choose to excel at all three strategic options. Rather, as a part of the planning process, it must decide to focus on one of the three options. Focus is not about efficiency in a cost sense; rather it's about efficiency in a don't-get-distracted, get-all-the-energy moving in one direction sense. Ask yourself: What advantages would the library gain by being more narrowly focused?

To create superior value for the library's customers, it is necessary to have a clear understanding of what customers value and then translating their needs into specific products or services that will address those needs. The library could segment its community into three broad groups: frequent users, infrequent users, and nonusers. Frequent users could be further stratified into additional groups: children, teens, adults, seniors and so forth. The library could conduct separate focus group meetings for each segment.

Operational excellence simply means that your library is the best at what it does. If you were a for-profit company, operational excellence means that you are the low cost provider of particular products and services.

Libraries interested in focusing on *customer intimacy* could develop “opt in” programs whereby a customer provides additional personal information about their reading or research preferences in exchange for more customized services from the library.

Focusing on *innovative services* means more than simply adopting the use of the next “hot” technology. While adopting the use of technology can be an asset for both the library as well as their customers, focusing on innovation means considering all of the services that the library provides or could provide from the customer’s perspective. Implementing innovation likely means that existing policies and procedures will need to be revised. After all, most management policies and processes are controlled by the defenders of the past.

Remember that strategies are *not* the programmatic goals and objectives that most public libraries have historically developed on an annual basis. For example, some libraries develop programmatic goals that are grouped into several categories (services, technology, resources, and staff development). A strategy is a plan of action with a shared understanding designed to accomplish a specific goal.

In order to identify and consider possible strategies for a public library to follow, the library should be able to answer each of the following questions:

- Why do customers choose to use the library (physically and electronically)?
- Why do some customers return repeatedly and others don’t come back after an initial visit?
- Why do some individuals never use the library – either physically or electronically?
- Who are the libraries competitors? What advantages does the library have over its competitors?
- What weaknesses come to mind when considering the library and its services?
- What does the library want to be known for?
- How can the library add more value to its existing services?
- What new services should the library introduce?

- Are there one or more existing services that can be safely eliminated?

Choose Two to Four Broad Strategic Themes

Your library will need to identify two to four broad organization strategies or strategic themes which will uniquely distinguish the library from its competitors. Sometimes these broad strategies are called strategic objectives or goals. They should be a statement describing the important outcomes that are critical to achieving the library's vision. These outcomes should have the greatest impact on the library's customers. In other words, they describe what the library must *achieve* to be successful in the future.

Strategic themes or objectives are those that:

- Have a long-term results orientation
- Affect the entire library
- Are challenging yet attainable within a realistic timeframe
- Help distinguish the library from its competitors
- Do not reflect internal activities within the library
- Acknowledge the external forces that are shaping the library (and its competitors)
- May require new funding, new services, new staff (or existing staff may need to upgrade their skills).

Notice that these broad strategies are not the library service responses that a library may choose to offer as a result of a planning process articulated in *Planning for Results*. The library will select two, three or four service responses from the list of 13 service responses that will best meet the needs of its community.

Aside from the obvious planning implication that each service response will require different staff competences, resources and supporting technologies, it is clear that a library can choose different ways of delivering a particular service response. And each different way is a different strategy.

Many organizations, whether for-profit, non-profit or governmental, have difficulty in deciding whom to serve and with what services and thus fall victim to the temptation of attempting to serve everyone with the broadest possible array of services. One of the real challenges of formulating a strategy is determining when to say no, when to pass on an opportunity that may arise, and deciding

what should the library focus on. When an organization attempts to be all things to all people then it usually does a very poor job at everything.

Value-Impact Matrix. A useful tool that will assist the library in identifying priorities is to create a [Value-Impact Matrix](#). The library should identify all of its current and planned services and activities. For each service or activity, the library should place it in one of the four quadrants. Services that impact or affect a large number of individuals (customers, for example) will have a high impact. Similarly, a service will have a value placed on it by the library's customers (high demand equals high value).

For the sample library shown in the Value – Impact Analysis chart, the home-bound services, for example, will most likely affect very few members of the community and thus has a low value. In almost all cases, your library will create a Value-Impact Matrix that will have a different arrangement of library services.

Once the matrix has been created, the most important services will be identified and the library can begin to identify the strategies that will have the greatest impact of delivering high value, high impact services.

Decide on the Structure of the Library's Balanced Scorecard

The library has the flexibility to design its own library scorecard in terms of what perspectives to include and the cause-and-effect relationships that exist between the perspectives. The Scorecard Team should thoroughly review and discuss a number of scorecard design options prior to making a final selection. Note that the library scorecard may well go through several iterations over the following several weeks as people on the Scorecard Team become more familiar with the scorecard and some of its implications.

Once finalized, the team should write up an explanation of their understanding of the cause-and-effect relationships between each of the perspectives. This explanation, along with a diagram of the library's Balanced Scorecard can then be shown to other library staff members and library board members so that they can have the opportunity to think about the scorecard and offer some feedback.

As an example, see the [Illustrative Library Balanced Scorecard](#). Please remember that your library should decide what perspectives and what order or sequence these perspectives should be arranged or organized so that the resulting scorecard best reflects the circumstances and conditions in your own public library.

Developing a Strategy Map

The use of the Balanced Scorecard has moved from providing a series of performance measures that described an organization's intangible assets, when initially proposed, to a powerful tool that can be used to describe, implement and measure an organization's strategy. The resulting scorecard is not a collection of performance measures in four independent perspectives but rather as a series of cause-and-effect linkages of objectives among the perspectives selected by the library. These cause-and-effect linkages are called a *strategy map*.

Developing a strategy map is the real key to developing an effective Balanced Scorecard. You can think of a strategy map as the "secret ingredient" in a great BBQ sauce! The strategy map describes what the library needs to do to be successful. Rather than embarking upon a strategic planning process, it is better to utilize the current strategies the library is using as the basis for your library's strategy map. The scorecard provides a framework for a library to move from selecting a strategy to successfully implementing that strategy.

Robert Kaplan and David Norton have developed a [general purpose strategy map](#). This general purpose strategy map can be used to identify the likely strategies within each perspective that might be considered by the library as it develops its own strategy map. The strategy map provides a visual tool to assist the library in describing its strategy so that measures and their associated targets that are related to strategy can be selected.

The process of identifying the specific strategic components that is to be reflected in a library's strategy map starts at the top. In our illustration the "customer perspective" is at the top. Thus, the library asks the question: "*To achieve our vision, how must we look to our customers?* What strategy is going to delight the customer when they use the library (physically or electronically)? What must the library do to meet the needs of its customers?" Typically organizations are concerned about market share, customer retention rate, and customer satisfaction.

The Balanced Scorecard Team should come up with a statement, sometimes called the strategic aim or core value, which encompasses the essence of the customer perspective. Examples of such a statement might be "Having the right resources, right tools, and a helpful staff" or "We respond to the needs of our customers."

For the "information resources perspective" the question is " *To satisfy our customers, what information resources (access to the library's collection and electronic databases), programs, training and so forth should we provide?* What are the characteristics of the information resources that will best meet the needs of our customers? The answers to these questions are recognized in a statement for the information resources perspective. A potential statement might be "a collection that focuses on meeting the current information needs of our community."

The “internal processes perspective” asks the question: “*What internal or business processes must we excel at to satisfy our customers?*” Of particular importance for a public library are those processes that are performed quite frequently and have an impact on the customer. Possible processes include circulation checkout, time an item is returned to the shelf, cataloging and processing time, and so forth. Examples of such a statement might be “Determine ways to significantly reduce wait times for services” or “We continuously improve our processes.”

The “organization readiness perspective,” in some cases called the “learning and growth perspective” focuses on the question: “*To accomplish our vision, and support internal processes, what kind of staff, information technology and facilities do we need?*” One possible statement reflecting the strategic aim for this perspective might be “right people, right skills, right tools” or “We enable and develop our people and our systems.”

The “financial perspective,” sometimes called the “budget perspective,” must ask the question: “*To succeed in our vision, how must we look to our funding decision makers?*” Each year, the library’s budget request must be reviewed and justified. The library must demonstrate that they are good stewards of the public’s monies and that the community receives value for the funds entrusted to the library. A possible strategic aim for this perspective might possibly be “The library will have sufficient funding to provide the services the community expects” or alternatively, “We use our resources wisely.”

The strategy map provides a visual framework for a library’s strategy – how it intends to create value for its customers. A good strategy map will link together:

- The overall customer value proposition
- The desired productivity goals for internal processes
- The capabilities required from the library itself (staff skills, information technology and leadership)
- The characteristics of a physical collection and providing access to electronic databases
- The budget and other financial resources required to deliver the library’s vision.

Selecting Performance Measures

Historically, public libraries have embraced a variety of performance measures as illustrated in the [Evaluation Model](#).

Originally public libraries used input measures both as a means to compare one library with other similar libraries and to communicate with their funding decision makers. During the 1980s, public libraries moved to embrace output measures and more recently, at the urging of the Institute of Museums and Library Services, are attempting to develop outcome measures of library services.

Input Measures

Input measures identify the resources provided to the library. While most libraries use fiscal input measures, such measures may also include staff, materials, equipment and space. These measures identify the total costs of operating the library as well as the mix of resources used to provide all of the library's services.

Process Measures

Process measures focus on the activities, processes or procedures used to transform the resources into services provided by the library. Often times, process measures are called "productivity measures" and will quantify the time, costs or quality (accuracy) of a particular task or activity.

Process or efficiency measures relate 'outputs' to 'inputs.' Such measures are often expressed in terms of cost per transaction (activity) or time per activity. Process measures are designed to answer the question: "Are we doing *things* right?"

Usually a library will compare itself to other 'comparable' libraries in order to determine if it is performing various activities in a cost effective manner.

Output Measures

These descriptive measures are counts of the use of library services and reflect volume of activity. Such measures have been used to reflect the "goodness" of the library since the library is being heavily used. Measures may reflect use of library services, the library's physical collection, use of electronic databases and the library's Web site, as well as the quality of services. The focus of output measures is the library itself.

Outcome Measures

Outcome measures focus on the impact the library has in the lives of its customers in the short term and ultimately upon the community as a whole. The Institute of Museums and Library Services have defined outcomes as changes in attitude, skill, knowledge, behavior, status or condition. Some have suggested that it is possible to divide outcomes into personal/social benefits and economic benefits. Others have suggested that there are three types of outcomes: immediate, intermediate and long-term.

The key to developing useful outcome measures is constructing a clear logic model. A *logic model* establishes the links between a library's services or activities, the results these activities produce, and how the results will be measured. That is, **if** the library provides a particular service, **then** there are a series of related changes or benefits for the library's customer. For example, **if** the library provides a homework assistance program (purchases copies of materials suggested by teachers, staff and volunteer tutors, place to work with tutors) **then** the children will complete their homework assignments, undergo a more positive learning experience, and achieve better grades than their peers who do not participate in the library's homework program.

Since information about the ultimate result or impact of the library is not always available or impractical to measure, proxy or surrogate measures are sometimes used. Outcome measures are only indirectly about the library – their real focus is the impact of the library on its customers.

Combining the input, process, output and outcome measures from the evaluation model with each perspective of the Balanced Scorecard, illustrates the reality that some types of measures are more suitable for some perspectives than others – see the [Possible Performance Measures for Each Scorecard Perspective](#) chart.

The vast majority of performance measures historically used by public libraries are internally focused. That is, the input, process, and output measures reflect what the library receives and converts into services that are used by its community. The challenge is to balance this internal focus through the use of some measures that reflect on the impact of the library on the lives of individuals and the community-at-large.

Performance measures provide an ongoing mechanism for measuring the library's success in channeling its resources toward achieving its vision. Having a vision that is measurable in some way will allow the library to answer the question "How will we know when we get there?"

Create a List of Possible Measures

The library should independently develop a list of possible performance measures, sometimes called a shopping list, for each strategic objective within each perspective. When the team meets, the members should share their measures and a long list of possible measures for each objective for each perspective should be created. A discussion of each of the candidate measures should ensue so that the possibility for developing as yet unidentified measures or combining two or more measures to create a new measure are considered.

Tip! Try not to be constrained by “traditional” library measures but rather try to identify measures that will reflect the library’s progress in achieving its vision.

In addition to internal library performance measures, the library should consider the use of census data (the characteristics of a community’s residents are changing). One useful resource available combines census information with a geographic mapping capability -- visit www.geolib.org.

Select Your Final Measures

Perhaps *the* most important factor for success in using the Balanced Scorecard is ensuring that you are measuring the right things. Given the truism that “what gets measured gets managed” then measuring the wrong things will devote time, attention and energy towards activities that do not contribute to the success of the library.

From the list of possible measures, the scorecard team now needs to make a final selection of measures. Remember that the goal is to select three to five measures per perspective.

Libraries should recognize that the use of performance measures is a means to an end and not the ultimate destination. Frequently it is suggested that the choice of performance measures should be SMART:

- *Specific* – accurate
- *Measurable* – quantifiable
- *Action oriented* – reflect critical processes
- *Relevant* – vital or important
- *Timely* – do not require a significant amount of time to gather and analyze the data.

It may be that some measures are collected on an annual basis, e.g., customer satisfaction. But other measures, e.g., number of customer complaints, may be used as a proxy measure of customer satisfaction.

Source of Data

It is also important to consider the impact of data collection efforts on library staff members. In declining order of preference, the library should:

- Use existing data for a measure
- Analyze existing computer data (reports from the library's automated system).
- Use sampling to gather the data rather than attempting to record every activity or transaction.
- Use Web-based surveys or a touch-screen device to collection survey data. The data can then be easily downloaded into a spreadsheet for further analysis.
- Minimize any manual data collection efforts. The less intrusion into the daily activities of library staff members the better.

Targets and Initiatives

Identifying Targets

The Library Balanced Scorecard facilitates measuring actual performance and reporting results compared to expectations or targets for each measure. Targets are used to answer the question, "What level for each measure must the library achieve to be successful?"

Any variance then becomes a focus for analysis and remedial actions can be studied and a course of action implemented. In most cases, targets should require an improvement to existing processes and activities.

Long-term and intermediate targets can be determined so that the library staff members can celebrate success when the intermediate target is reached and do not get discouraged when the library does not achieve its goals quickly.

Establish Baseline Performance

The library needs to determine the existing or baseline data for each measure. Note that the data for some measures may only be collected annually and so the existing baseline will not be known for some time.

Establishing the baseline point for each measure answers the question: "Where are we now?" Establishing a baseline allows the library to monitor progress and improvement.

Establish Targets for Each Measure

The importance of establishing targets cannot be overstated. Numerous studies have found that performance improves by an average of 16 percent in organizations that establish targets.

The challenge in establishing targets is that they must simultaneously be attainable and yet remain a target. A target is a quantifiable result expected within a specified period of time. Set too low the targets will be achieved with little or no effort. Set too high and staff will likely become frustrated at their lack of progress in achieving the goal.

The library might want to determine what comparable libraries are currently achieving with each measure. This would begin to establish a range of data values for the performance measure. The library might chat with their peers in the profession and find out what libraries are doing a particularly good job in a particular area. The library might also determine what benchmarking reports

exist, both within and outside the library field, which can be reviewed to help establish targets.

Clearly the process of setting performance targets to create challenging but achievable targets is an art. It is helpful to have a clear understanding of the range of potential values for a particular measure by reviewing comparable libraries.

Some organizations have adopted *stretch targets*, especially when they embark on a Six Sigma quality improvement program. Six Sigma establishes a target that is 6 standard deviations from the mean for a product or service quality rate of 99.99985% (1.5 defects per million). This clearly is a true stretch target and yet a number of companies around the world have achieved such targets within a period of three to five years.

For example, the library might currently be circulating 12 items per capita. Examining similar size libraries within their state and across the U.S., the library might discover that the range of values for this measure is from a low of 6 to a high of 24 items per capita. The library might decide that a long-term target of 19 items per capita is to be achieved within the next three years (in the top ten percent of libraries nationwide).

However, it is not surprising that many organizations rely on using the “scientific wild ass guess” or SWAG approach to establishing targets until such time as the organization has more experience about what is possible. Many organizations will establish a target that is an 80 percent improvement if no other rationale can be used to establish a target.

As the library gains experience in using its Balanced Scorecard, it is not unusual for the library to adjust the targets in some manner.

Identify Initiatives

It is more than likely that your library will identify and implement a number of projects or initiatives in order to reach one or more targets. These initiatives will likely require staff members to identify new ways of performing work as well as gathering new performance measures. The purpose of these initiatives is to assist the library in reaching its goals as measured by the reaching the targets identified for each measure included in the Library’s Balanced Scorecard.

Rather than attempting to develop a lengthy list of initiatives, much better results will be achieved if the initiatives are prioritized in terms of what will improve the library’s ability to deliver on its strategies. Part of the priority setting process should be to identify the following for each initiative:

- A sponsor
- An implementation schedule
- What resources will be required
- Are there budgetary implications?

It may be necessary for the library to improve on its processes in order to achieve some of its targets. There are several approaches to making improvements in the tasks or activities performed by the library. Look for ways to:

- Eliminate it
- Simplify it
- Automate it.

Prioritize Initiatives

Once the library has developed a list of possible initiatives that it can undertake, it should prioritize them using two principal criteria:

- What are the associated costs and benefits or outcomes for each initiative? Some initiatives or projects will be limited in scope and require few resources and may or may not have a significant impact. Other initiatives may be large and require considerable resources (budget and staff time) and may or may not have sizable returns.
- Will the initiative assist the library in moving towards its strategic objectives and ultimately in moving closer to its vision of the future? Initiatives which do not move the library ahead in reaching its vision should be discarded or assigned a very low priority.

The most desirable initiatives are those that will impact several of the library's strategies objectives simultaneously.

Once the final list of initiatives have been finalized, it is important for the library to create an action plan for each initiative that will track what resources are necessary to accomplish the initiative, who is responsible for each initiative, and the planned completion date. The library can then use these action plans to track the progress of implementing each initiative over the coming months.

One potential problem to avoid is attempting to complete too many initiatives simultaneous (taking too big of a “bite” will likely lead to digestion problems!). And it is always a good idea to identify an initiative which will lead to an “early win” that all staff members will recognize and celebrate.

It is also important to create a timeline for all of the initiatives since one or more projects may require that another initiative be completed before it can commence.

An [overview of the Balanced Scorecard process](#) illustrates the role of initiatives in the overall process. Your library may want to replicate this figure using Excel so that each of the measures can be more easily updated on a quarterly basis.

Integrate the Scorecard

The real value of the scorecard will emerge as the scorecard is integrated into the life of the library. The scorecard will be a focal point of discussion within departmental and other group meetings within the library. The scorecard will also be a topic of conversation by the library's management team when they meet with the library funding decision makers.

All of these activities will take some time to happen as shown in [Scorecard Implementation](#).

During the time that the library is developing its initial scorecard (the "design phase"), the scorecard team is mobilized, the library's strategy is articulated, performance measures and targets are selected, and project initiatives are identified.

During the "implementation phase," the scorecard is communicated to the key library stakeholders and to all library staff members. The scorecard is updated on a quarterly basis.

Subsequently the scorecard team will work with other departments and/or branches within the library to cascade the scorecard so that it is embedded further within the organization.

During the "integration phase," the library has the opportunity to more carefully analyze any gaps in performance, identify and resolve issues that may arise, allocate resources in a more strategic manner, and communicate the library's accomplishments to its stakeholders in a more consistent way.

Cascading the Scorecards

After the library has updated its scorecard once or twice, the library should begin to ask their branch libraries and/or selected departments within the library to develop their own scorecards. This process is called [cascading the scorecards](#).

The lower level scorecards should utilize the same structure for the strategy map and use some of the same performance measures. However, some performance measures will be unique for these lower level scorecards. The idea is to develop a lower level scorecard that supports the attainment of the library's broader targets and vision.

Note that the branch libraries should all have the same Balanced Scorecard and use the same measures for each facility's scorecard. This provides a consistent focus, the same set of measures and presentation of results.

One of the major benefits of cascading the library's scorecard is that each of the lower level units within the library will have a better understanding of how their activities contribute to the library's ability to achieve its vision.

Library managers should be encouraged to present and discuss the library's Balanced Scorecard and the department or facility Balanced Scorecard at all meetings. The library's scorecards must become a part of the library's culture. Thinking of the scorecard as a one-time project will doom the effort to develop and use a scorecard to failure.

Management's Focus

The results of the scorecard should be candidly discussed during departmental and other meetings involving staff members. Manager and departmental meetings will now have a focus on implementing the library's strategies rather than simply trying to cope with the inevitable fires and problems that seemingly arise faster than an Internet virus.

Discussions about implementation problems concerning one or more of the initiatives that the library has embarked upon are more specifically focused due to the use of the scorecard. Everyone has a chance to see the big picture and knowing how what they do contributes to the library achieving its ultimate vision.

It's very important to discuss each of the measures and the progress the library is making in achieving its targets. Discussing the measures, how the data is collected and, most importantly, what the data means is crucial to the success of developing and updating the library's Balanced Scorecard. Remembering that the scorecard is a tool for the management of the library to better serve its community and communicate the activities and accomplishments of the library to the various stakeholders.

During the second year of using the library's scorecard, the management team should have a realistic discussion about the measures and targets included in the scorecard. Among the issues that should be addressed are:

- Are the strategies articulated by the library working?
- Does the library need new performance measures that will better reflect the actual performance of the library?
- Are there any measurement problems?
- Could data for a particular measure be gathered in a more cost effective and less labor-intensive manner?
- Were the original short-term and long-term targets realistic?
- Did any special circumstances arise during the year that affected the library and its scorecard?

- Were all of the initiatives completed in a timely manner?
- Did each initiative positively affect the library?
- What will fix a specific problem (staffing, funding, process improvement, other resources)?

Every library's scorecard will evolve and change as the library continues to adjust its priorities and services to better meet the needs of its customers. Thus, the library should not feel any pressure to get it "right" but rather acknowledge that the scorecard provides an intelligible framework for presenting information about the performance and value of the library. It is impossible to obtain perfect data and more-often-than-not near-perfect data is also unrealistic. Focus on getting good enough data that will suffice.

After all, the whole purpose of evaluation and assessment of a library's services is to **improve** the library's services, collections, electronic resources, processes and overall performance for its customers.

Libraries, more often than not, are apt to use a short-term solution to solve long-term problems. Using the Balanced Scorecard will assist the library in determining priorities of service and the market segments that will be principally served.

Organizations that have successfully integrated the Balanced Scorecard into their culture use the scorecard to drive the agendas of almost all meetings. The status of the various initiatives can be tracked and progress of meeting the targets can be assessed.

One of the keys to the success of a scorecard is going beyond the collection of performance measures to dig into the data, sometimes called analysis, so that the library management team can begin to understand the reality that the data represents. After all, the purpose of analysis is insight.

Tip! Gathering, analyzing and thinking about the performance measures, especially since this data will be collected over time is crucial. One useful resource to assist you in this process is a book by Donald J. Wheeler, *Understanding Variation: The Key to Managing Chaos*. Knoxville, TN: SPC Press, 2000.

Recognition

The staff of the library needs to be recognized when they do a good job. Aside from the obvious fairness of such a practice, recognition and incentives will

improve performance. There are several issues that should be addressed when implementing a recognition program.

- *Widely Based.* Recognition should be fair and open to all who contributed to the improvement performance as evidenced by improvements in the various performance measures selected for the scorecard.
- *What to Reward.* It is advisable to have a wide range of rewards for extraordinary achievement to ordinary accomplishments. Asking staff their opinions about what should be rewarded and who they think should be recognized.
- *Reward the Producers.* If everyone is treated the same in terms of recognition and rewards then in the long run performance will never become outstanding.
- *Implementation.* Recognition programs often fail due to poor implementation. The library's management team must demonstrate their commitment to the program. Any program requires visibility and on-going budgetary support.
- *Methods.* There are several types of styles of recognition that may be employed. These range from:
 - ✓ *Interpersonal Recognition.* Listen to staff through the use of surveys, face-to-face, and group meetings. Acting on what they say and suggest does much for morale. Dropping by to give praise or a congratulatory email is often all that is necessary.
 - ✓ *Symbolic Recognition.* Use of a certificate of appreciation, coupons for movies or meals is also low cost and effective.
 - ✓ *Financial Rewards.* Using some modest financial rewards have been used to great effect in some libraries.
 - ✓ *Seek External Recognition.* A number of awards are given for effective public management.

***Remember! The Library Balanced Scorecard is
about management and change first;
the use of performance measures is second.***

Tips for Success

Clearly introducing a Library Balanced Scorecard requires a considerable investment in staff time and other resources. The scorecard will need to be implemented in stages over time and if done correctly, will positively impact the library's ability to deliver relevant and valuable services to its customers. Thus, it should not be surprising that some staff members will be resistant to change.

The library will need to manage the changes that will be required. Some of the major issues that will need to be addressed are shown in [Keys and Processes for Making Change](#).

Communicating Your Scorecard

Select a Format for the Library's Balanced Scorecard

The scorecard concept is particularly useful in communicating to the library's stakeholder's information about the library so that they can assess:

- The extent to which the library has achieved predetermined targets, goals and objectives
- The trend in performance over time
- The performance of the library relative to the performance of similar comparative libraries
- The performance relative to predetermined benchmarks.

After the Library Balanced Scorecard has been developed and the measures, targets and initiatives have been finalized, the library has a very important decision to make about how the scorecard is to be communicated to its stakeholders – be they the library's funding decision makers, staff members, library board members, library customers and other interested parties.

Typically an organization will present its Balanced Scorecard either as a part of its annual report or as a separate document (usually a 4-8 page brochure with colorful graphics). The decision about how the scorecard is presented is very important as it will have a major impact on the decision of the stakeholders about the value of the scorecard and indirectly on the value of the library itself. The library will need to assess the culture within the library as well as how the funding decision makers would prefer to receive information about the library and its budget requirements before deciding upon which approach will be most effective.

Among the options that are available are:

- The use of a "dash board"
- Use of the strategy map
- Using a "spider web" diagram
- Using the scorecard model of perspectives
- Use of a combination of approaches.

Regardless of the approach selected, the library will need to prepare some explanatory text that describes the concept of the Library Balanced Scorecard, rationale for why the perspectives were selected, the measures and their associated targets. In some cases,

the library may also want to identify the initiatives it has undertaken in order to reach its targets.

The “Dash Board” Approach

Similar to the instrument panel found in an automobile or airplane, the Library Balanced Scorecard dashboard provides a “quick glance” approach to determine how the library is doing as shown in [Sample Dashboard](#). Each instrument normally is calibrated to indicate the short-term and long-term goals. The current value of the performance measure is shown as the arrow. The results are often color coded, similar to a traffic signal, to more quickly convey the status of each instrument or performance measure. Thus, measures that exceed the short term or long term targets are shown as green. Measures that come close to the short term target is colored yellow. And measures that fall short are color coded red.

And for each dashboard instrument representing a particular perspective, an additional dashboard is shown that presents the current status for all of the measures for that particular perspective (measures for the Information Resources Perspective are shown in [Sample Dashboard](#)).

The Strategy Map Approach

Some organizations use the strategy map they have developed together with the measures associated with each perspective as illustrated in [Balanced Scored with Measures](#). Each measure is color coded (red, yellow or green) to indicate the current status in terms of achieving the target [green indicates that the target has been achieved or exceeded; yellow that the value of the measure is close to reaching the target; while red indicates that the value of the measure is not close to reaching the target]. Note that the value for all measures nor their associated targets are presented although the information is available for those interested in the additional details.

The Spider Web Diagram Approach

The third approach uses a spider web diagram, sometimes called a radar diagram, as illustrated in [The Spider Web Diagram](#). This approach has been used by a number of organizations to present a fair amount of information in a format that identifies the current value of each measure along with their associated targets (the current value for each measures is the dotted line which creates the “spider’s web”). Note that a line from the center is needed for each performance measure. Short-term and long-term targets can also be included, if desired (the short line crossing each spider web line is the target).

The Scorecard Approach

[The Scorecard Approach](#) clearly identifies the perspectives along with their associated measures, targets and initiatives that the library is undertaking in order to achieve its vision. Some organizations replace the descriptive approach for the targets and present the actual data in the form of line graphs or bar charts.

The Combination Approach

The final approach combines the Strategy Map approach with the Scorecard approach so that the specific strategies being utilized by the library are identified along with an indication of the current value of each measure and their associated targets.

After the particular approach has been selected, the data for each of the measures should be gathered and the library's Balanced Scorecard brochure should be prepared. The text should include an introduction of the concept of the scorecard along with the particular model that has been developed by the library together with a description of the rationale behind the scorecard. The library should utilize the services of a graphic designer in order to prepare a scorecard brochure that will be attractive and encourage the reader to carefully review the material included in the brochure.

Remember that a picture is worth a thousand words. Data can be displayed in a wide variety of ways including [graphic presentations](#) such as histograms (bar charts), pie charts, line charts, and scatter diagrams.

The presentation of data can be summarized as part of the scorecard and more detailed presentation of the data along with a discussion of the implications can be presented at the end of the scorecard. For example, while the average may be the value for a particular measure, an additional discussion would provide the range of values and perhaps the distribution to demonstrate the complexity of the issue.

The intent of the scorecard is to accomplish two things: 1) communicate to the library staff the progress the library is making in achieving its vision, and 2) communicating the value of the public library to its stakeholders and the local community. Making the best possible impression in terms of an attractive presentation simply is a basic requirement.

A further discussion should be presented to identify the particular measures, the targets and the initiatives the library has undertaken. This "draft" version of the library's scorecard should then be shared with the library's stakeholders for the review. The stakeholders are likely to need 1-2 weeks to review and digest the "draft" Library Balanced Scorecard before they will be able to offer constructive comments.

The library director or the library scorecard team leader should then call and schedule a meeting in order to receive comments from the various stakeholders. The library needs to carefully listen to the comments and feedback provided by the stakeholders so that the final product can be improved upon until it will be something that the stakeholders will understand and find to be of value.

Developing the library's Balanced Scorecard can be an effective tool for helping focus staff members on the most important services and activities. The scorecard will also be helpful in communicating the library's value to its various stakeholders. However, the scorecard must be complemented through the use of success stories about the library and its impact on its community. Storytelling is one of the most effective ways to persuade and convince!

Data Presentation Tip. The Library should present its data using bar charts and pie charts but not the data in tables, especially a table that compares "this year with last year." The objective is to focus on the progress the library is making in reaching its targets.

Tips for Telling Your Library's Story

Regardless of the format that your library selects to communicate the Library's Balanced Scorecard, the library must provide some context to both introduce the scorecard concept and to explain some of the important points that a non-librarian would not understand when looking at some of the measures. It also needs to be clear and understandable to people who have not participated in the process.

Among the points that should be remembered are:

- **Know your audience** – remember that you are communicating to the library's most important stakeholders who, in most cases, control the financial purse strings.
- **Leave the jargon at home** – be straightforward and use clear English and avoid technical and library terminology.
- **Be honest** – your credibility is improved when you report the library's weaknesses as well as its accomplishments.

Communicating the Scorecard

Most organizations update their Balanced Scorecards on a quarterly basis (recognizing that some measures may only be updated once or twice a year). The library's scorecard is then shared with the appropriate funding decision makers and other interested stakeholders.

A number of organizations post their scorecards on their Web site. Others will make large posters and post the updated scorecard where staff members will see it and be reminded of the targets that the library is striving to achieve.

At the end of the library's fiscal year, consider putting together a brochure that describes their Balanced Scorecard, the strategies that are being employed, the choice of measures, the targets and initiatives which are distributed to all staff members.

A good example of a Balanced Scorecard brochure has been developed by the City of West Des Moines, Iowa and is available at <http://www.wdm-ia.com/userdocs/forms/BSC.pdf>

Brochures developed by the Carlsbad City Library, the Cerritos Public Library, the Chula Vista Public Library and the Newport Beach Public Library are available at the project's Web site <http://www.ci.carlsbad.ca.us/impl/presentations>

The library's management team will need to prepare a comprehensive communications plan to introduce the Library Balanced Scorecard since the scorecard will likely involve a fair amount of change within the library. The library might want to consider:

- Town-hall style meetings to explain to all staff members the concept of the scorecard and the rationale behind your library's Balanced Scorecard. This would be followed by a question-and-answer session.
- Impersonal communications such as posters, brochures, newsletters, and a scorecard Web page.
- Formal and intensive training for all staff members.

Clearly the library's scorecard will need to be shared with people inside and outside the library as shown in [Communicating the Scorecard](#).

Once the library starts updating the scorecards on a regular basis, Hold regular "town hall" meetings lead by the library's scorecard team. During these meetings candidly discuss such questions as:

- What is the library's actual performance?
- How does our actual performance compare with the established targets?
- What are some of the reasons why the targets are not being met?
- What is the plan for corrective action?
- Any suggestions from staff for improvements?
- Have any actions been taken so far?

- Will the planned action have the desired impact on the results of the measures?

Remember!

The Library Balanced Scorecard is a means to an end and not the all-encompassing purpose for action.

You will need to sell the concept of a Library Balanced Scorecard to your library's various stakeholders. Never assume support!

Glossary

ACTIVITIES	Programs or services provided to the library's customer.
BALANCED SCORECARD	A tool that provides a comprehensive framework that translates an organization's vision and strategy into a coherent set of performance measures.
BASELINE DATA	Initial collection of data to establish a basis for comparison, evaluation and target setting.
BENCHMARK	A standard or point of reference used in measuring and/or judging quality or value.
BENCHMARKING	The process of continuously comparing and measuring an organization against recognized leaders anywhere in the world to gain information that will help the organization take action to improve its performance. Comparing metrics between libraries or peer organizations.
BEST-IN-CLASS	Outstanding performance within an industry or sector; words used as synonyms include "best practice" and "best-of-breed."
BEST PRACTICE	Superior performance within an activity, regardless of industry, leadership, management, or operational approaches; methods that lead to exceptional performance. A relative term that indicates innovative or interesting business practices that have been identified during a particular benchmarking study as contributing to improved organizational performance.
CAUSE AND EFFECT	The effect of recognizing the relationship among strategic themes and their impact on one another.
CONTINUOUS IMPROVEMENT	Ongoing, incremental steps taken to enhance service delivery by improving efficiency and/or effectiveness.

**CRITICAL
SUCCESS
FACTORS**

The set of things that must be done right if the vision is to be achieved; characteristics, conditions, or variables that have a direct influence on a customer's satisfaction with a specific process.

CUSTOMER

The person or group that establishes the requirements of a process and receives or uses the outputs of that process, or the person or entity directly served by the organization. Words used as synonyms in a public library include "patron," "borrower," "guest," or "user."

EVALUATION

Measurement or verification of inputs, processes, outputs and outcomes using performance indicators or measures.

GOAL

Broad statements describing desired outcomes, but more specific than an agency's mission; they support the mission and identify specific themes or opportunities for an library to accomplish in order to achieve its mission.

INTAIATIVES

The projects and programs that will achieve the library's performance goals.

INPUTS

Resources (budget, staff, facilities and so forth) used to plan and provide a service or program.

**KEY
PERFORMANCE
INDICATOR**

Measurable factor of extreme importance to the organization in achieving its strategic goals and objectives.

**LAGGING
INDICATOR**

Performance measures that represent the consequences of actions previously taken.

**LEADING
INDICATOR**

Performance measures that are considered the "drivers" of organizational performance.

MEASURE

A quantifiable unit that provides information regarding the volume, financial performance, service quality and results of a service.

METRICS	Measures or categories of information that define the overall performance of an organization, i.e., productivity, satisfaction, etc.
MISSION	A short, comprehensive description of why an organization exists. It succinctly identifies what an organization does (or should do), and for whom it does it.
OUTCOME	Impacts or benefits to the library's customers – usually a change or gain in skills, knowledge, behavior, attitude or condition/status.
OUTPUTS	Units of service (counts of activities) resulting from the inputs and processes (activities) of the library.
PERFORMANCE MANAGEMENT	The use of performance measurement information to help set performance goals, allocate and prioritize resources, inform managers to either confirm or change current strategies or program directions to meet those goals, and report on the success of meeting those goals.
PERFORMANCE MEASUREMENT	A process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs); the quality of those outputs, i.e., how well they are delivered to customers and the extent to which customers are satisfied (service quality); and the qualitative results of a service compared to its intended purpose (outcome).
PERSPECTIVES	Different views of your organization.
PROCESS OWNER	The individual who possesses control over a particular process or practice.
PROCESS REDESIGN	The re-engineering of processes, organizational structures, management systems, and/or values of an organization in order to achieve breakthroughs in performance.
ROOT CAUSE	The fundamental causal reason for a particular observation; the result of asking “why” at least five times to determine the basic cause in a chain of causal relationships.

STAKEHOLDER	The universe of people with interest in the library and its services.
STRATEGIC DIRECTION	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission, and values.
STRATEGIC GOAL	A long-range target that guides an organization's efforts in moving toward a desired future state.
STRATEGIC OBJECTIVE	A time-based measurable accomplishment required to realize the successful completion of a strategic goal.
STRATEGIC PLANNING	A continuous and systematic process whereby an organization makes decisions about its future, develops the necessary procedures and operations to achieve that future, and determines how success is to be measured.
STRATEGY	Describes how an organization intends to create sustained value for its stakeholders; how we intend to accomplish our vision and goals; our approach or "game plan."
STRATEGY MAP	A visual framework to illustrate the cause-and-effect relationships that support the organization's value-creating processes.
SWOT ANALYSIS	An organization's self-assessment of its strengths and weaknesses (internal factors) as well as opportunities and threats (external factors).
TARGET	A mark to shoot for; a short-term goal to be achieved. In some cases, short-term or interim targets are established as well as long-term targets.
TOTAL QUALITY MANAGEMENT	A customer-focused management philosophy and strategy that seeks continuous improvement in organizational processes by applying analytical tools and teamwork.

VISION

A description of what and where an organization wants to be in the future.

WORLD CLASS

Leading performance in a process, independent of industry or geographic location.

Resources

For additional information about Balanced Scorecards, see:

Robert S. Kaplan and David P. Norton. *The Balanced Scorecard: Translating Strategy into Action*. Boston: Harvard Business School Press, 1996.

Robert S. Kaplan and David P. Norton. *Strategy Maps: Converting Intangible Assets Into Tangible Outcomes*. Boston: Harvard Business School Press, 2004.

Paul R. Niven. *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*. New York: John Wiley, 2003.

Paul R. Niven. *Balanced Scorecard Diagnostics: Maintaining Maximum Performance*. New York: John Wiley, 2005.

Nils-Goran Olve, Carl-Johan Petri, Jan Roy and Sofie Roy. *Making Scorecards Actionable: Balancing Strategy and Control*. New York: Wiley, 2003.

The Society of Management Accountants of Canada. *Applying the Balanced Scorecard*. Mississauga, ON: The Society of Management Accountants of Canada, 1999.

For a discussion of the applicability of the Balanced Scorecard in libraries, see:

Roger Hallowell, Carin-Isabel Knoop and Neo Boon Siong. *Transforming Singapore's Public Libraries*. Case Study 9-802-009. Boston: Harvard Business School Press, 2001. 26 pages. See also, Roger Hallowell and Lynda M. Applegate. *Transforming Singapore's Public Libraries(Abridged)*. Case Study 9-802-028. Boston: Harvard Business School Press, 2004. 19 pages.

Joseph R. Matthews. *Measuring for Results: The Dimensions of Public Library Effectiveness*. Westport, CN: Libraries Unlimited, 2004. [Chapter 9]

Roswitha Poll. Performance, Processes and Costs: Managing Service Quality with the Balanced Scorecard. *Library Trends*, 49 (4), Spring 2001, 709-717.

James Self. From Values to Metrics: Implementation of the Balanced Scorecard at the University Library. *Performance Measurement & Metrics*, 4 (2), 2003, 57-63.

James Self. Using Data to Make Choices: The Balanced Scorecard at the University of Virginia Library. *ARL*, 230/231, October/November 2003, 28-29.

James Self. Metrics and Management: Applying the Results of the Balanced Scorecard. *Performance Measurement and Metrics*, 5 (3), 2004, 101-05.

Related Web Sites

The Balanced Scorecard Institute is an independent educational institute that provides training and guidance to assist government agencies and companies in applying best practices in balanced scorecard (BSC) and performance measurement for strategic management and transformation.

<http://www.balancedscorecard.org/>

The Balanced Scorecard Interest Group (BaSIG) is hosted by the American Society for Public Administration and the National Academy for Public Administration and its meetings are located in Washington, DC. The Balanced Scorecard Interest Group has two goals:

- ❖ Help organizations that are contemplating the use of Balanced Scorecards obtain the information they need to make informed decisions.
- ❖ Help organizations that have decided to design and install a Balanced Scorecard learn from the experiences of others.

<http://www.balancedscorecardsurvival.com/>

Balanced Scorecard Collaborative, Inc. (BSCol) is a for-profit professional consulting firm that facilitates the worldwide awareness, use, enhancement, and integrity of the Balanced Scorecard (BSC) as a value-added management process. The firm was created by Robert Kaplan and David Norton, the originators of the Balanced Scorecard.

<http://www.bscol.com/>

Federal Library and Information Center Committee, located in Washington, DC, has a streaming video of a presentation dealing with the topic "Program Evaluation: The Balanced Scorecard Method" that is available at:

<http://loc.gov/flicc/video/balance/balancedscore.html>

The University of Virginia Library has some background information about the Balanced Scorecard as well as links to the measures that their library has selected.

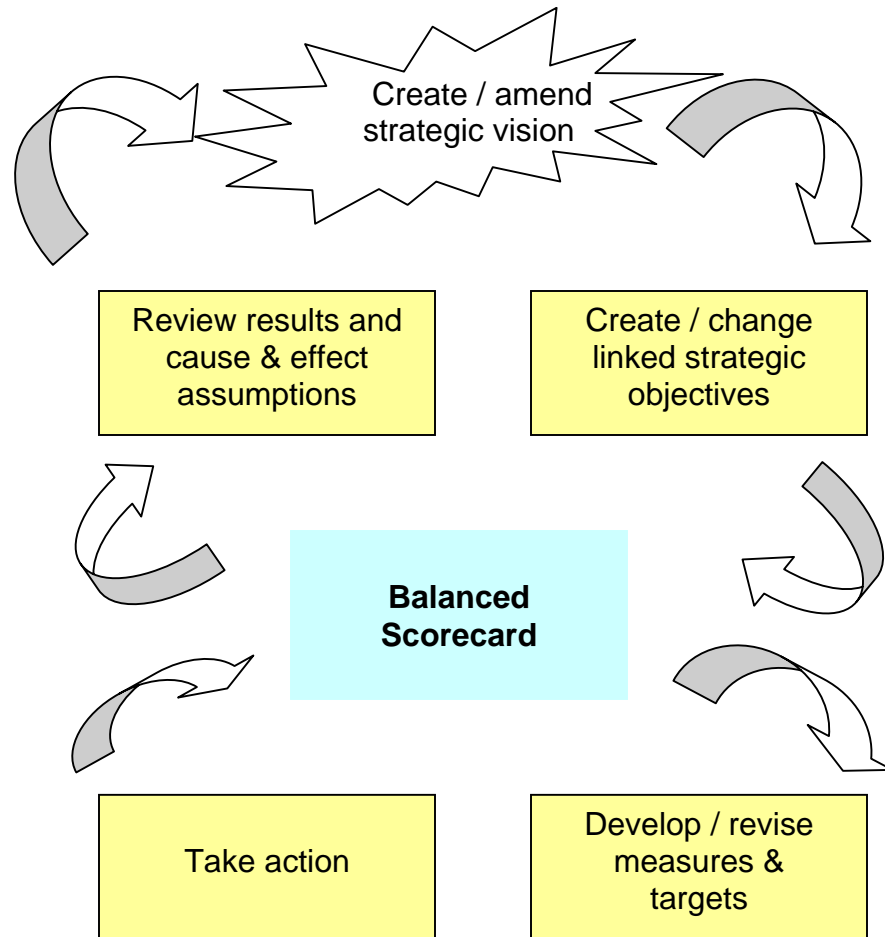
<http://www.lib.virginia.edu/bsc/>

The University of California at Berkeley Business and Administrative Services has developed and provided an explanation of their scorecard.

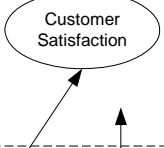
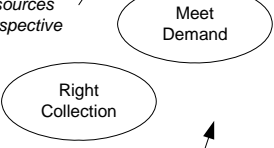

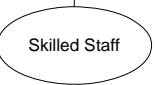

<http://bas.berkeley.edu/BalancedScorecard/Home.htm>

The University of California at San Diego Administrative Services unit has also developed a scorecard.

<http://www-vcba.ucsd.edu/PerfMeas/toc.htm>

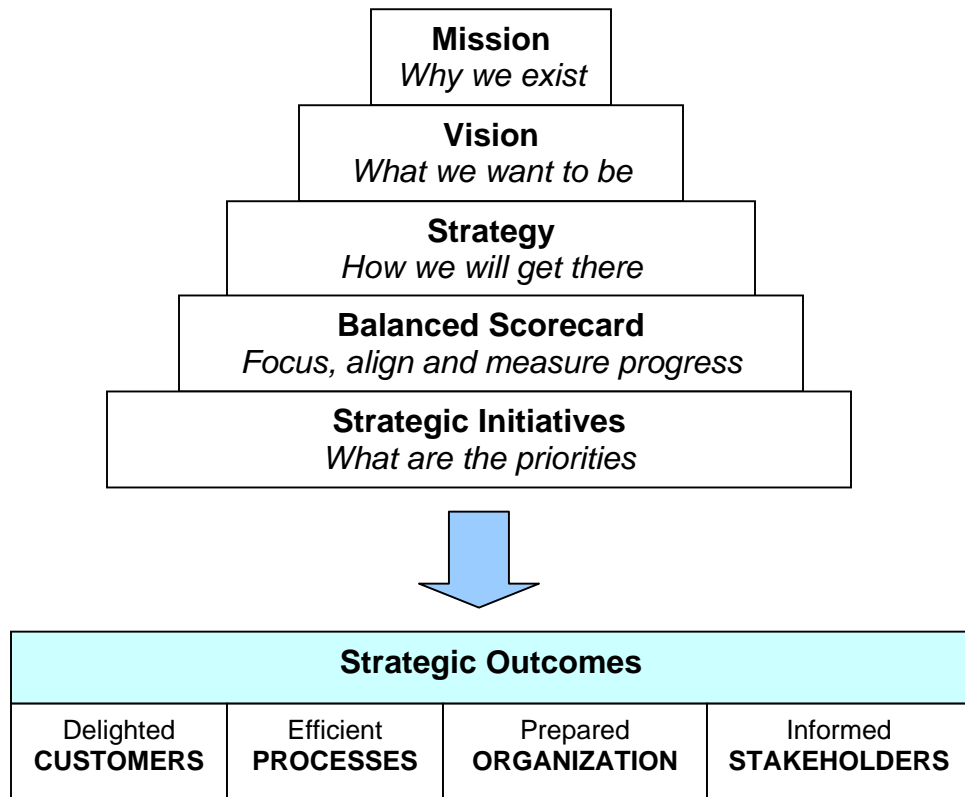


Balanced Scorecard Overview

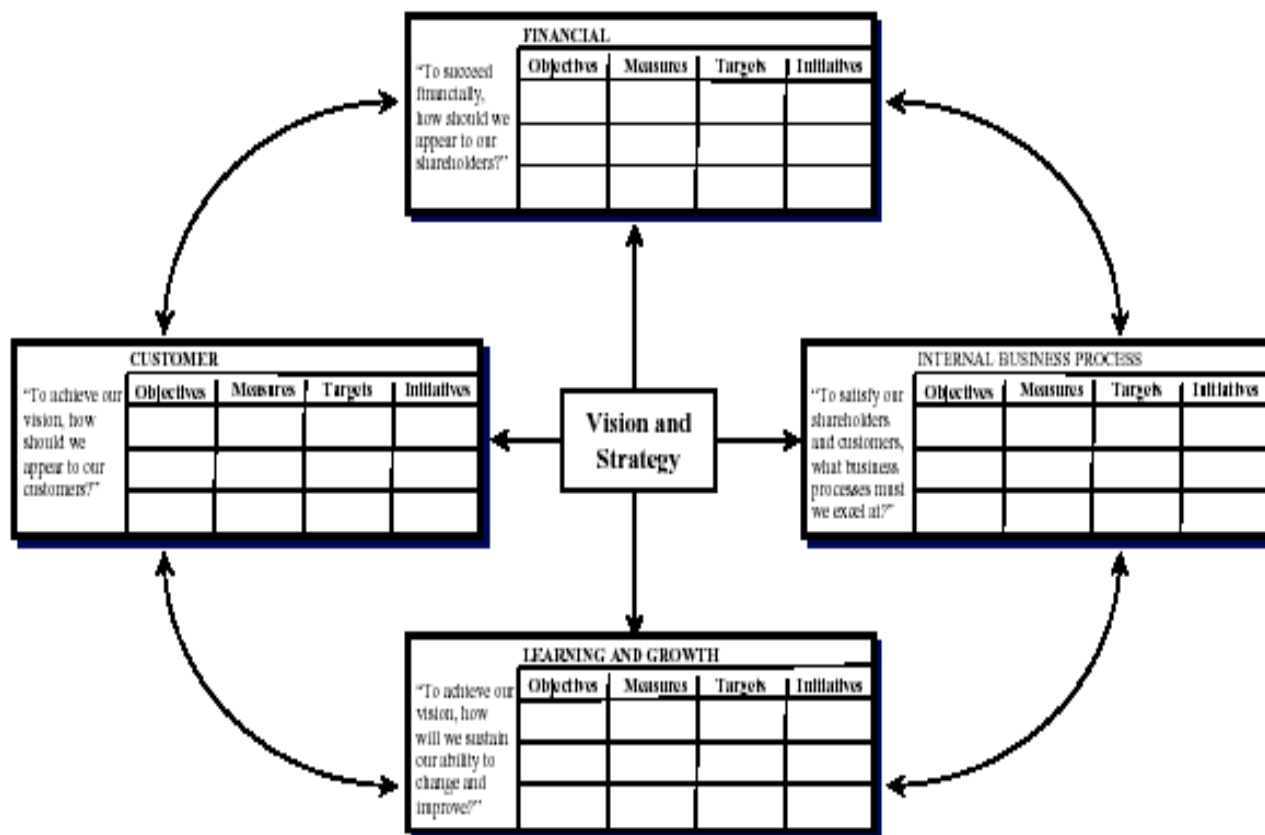
Strategy Map		Balanced Scorecard		Action Plan	
Strategic Theme	Objectives	Measurement	Target	Initiative	Budget
<i>Customer Perspective</i> 	Increase customer satisfaction	Customer satisfaction survey	98 percent	Marketing campaign	\$ xxx
	Reduce customer complaints	Number of complaints	Reduce by 40 percent	Conduct annual focus groups	\$ xxx
<i>Information Resources Perspective</i> 	Materials selection aligned with demand	% circ compared to % holdings	Less than a 5 percent difference	Conduct a materials availability survey	\$ xxx
	More copies for high demand titles	Decrease hold wait times to 4 weeks	Decrease by 40 percent	Update collection selection policies	\$ xxx
<i>Internal Perspective</i> 	Improve service delivery time	Cat. & processing times	7 days for all materials	Prepare a work flow analysis	\$ xxx
	Reducing queuing times	Checkout wait times	Less than 3 minutes	Consider outsourcing processing	\$ xxx
<i>Organizational Readiness Perspective</i> 	Increase staff training	# staff training hours/year	Increase to 40 hours / year	Formalize consistent training	\$ xxx
	More flexibility in automated library system	Automated system vendor response to enhancement requests	75 percent included in next release	Invite vendor to library for discussions	\$ xxx
<i>Financial Perspective</i> 	Increase non-gov't funding	Amount of funding	Amount of funds	Identify possible grant opportunities	\$ xxx
	Maintain COL increases in gov't funding	Amount of Gov't funding	Gov't budget	Meet with stakeholders for lunch	\$ xxx
	Increase materials budget	Materials budget	Materials budget		

Overview of the Balanced Scorecard Process

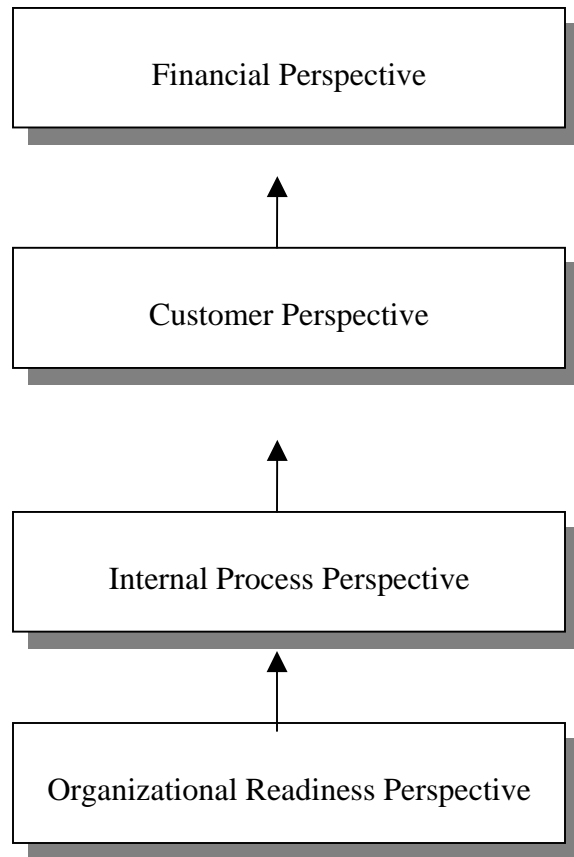
Adapted from: Robert S. Kaplan and David P. Norton. How Strategy Maps Frame an Organization's Objectives. Financial Executive, March/April 2004, 40-45.



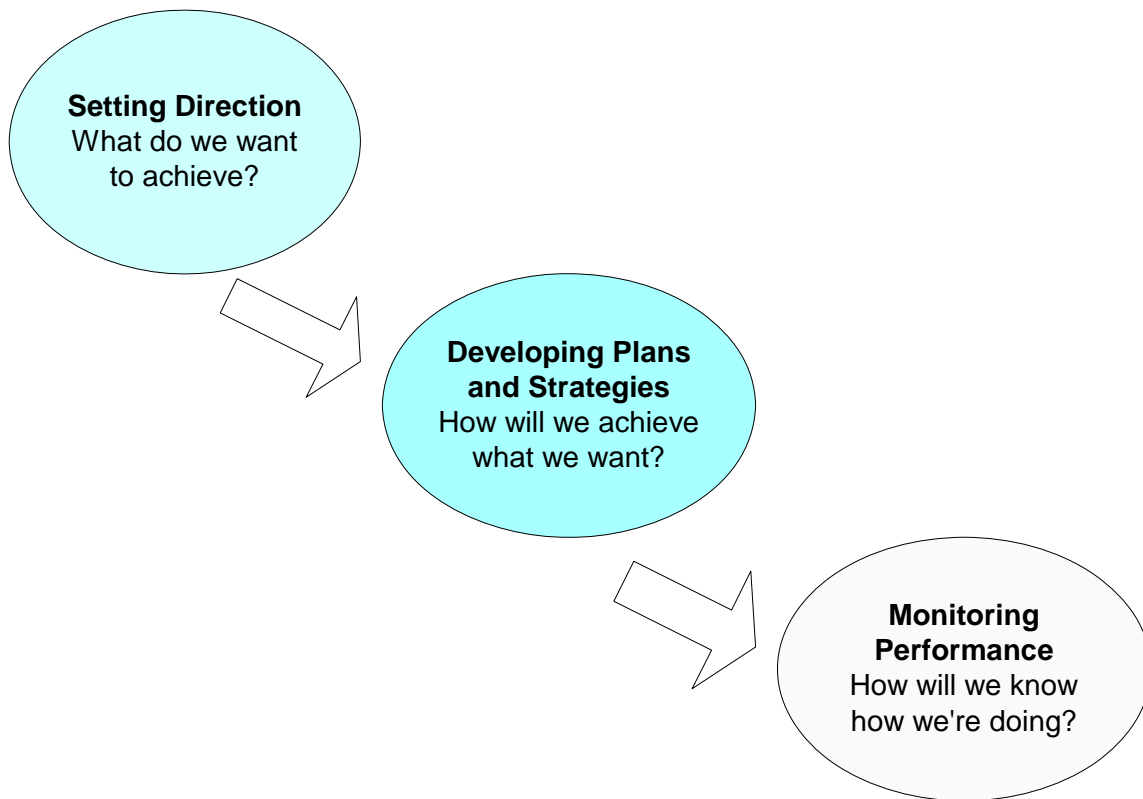
Why Use a Balanced Scorecard



The Balanced Scorecard

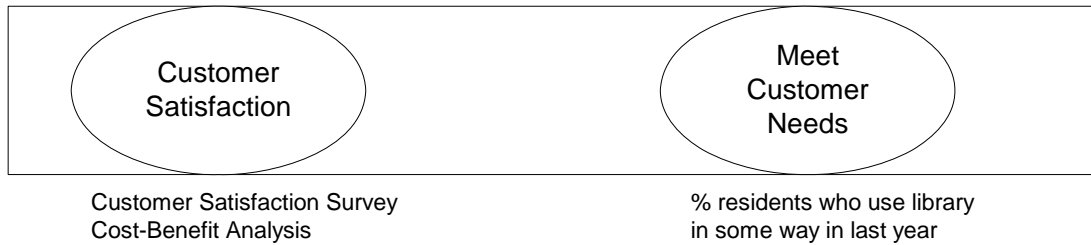


The Balanced Scorecard Perspectives

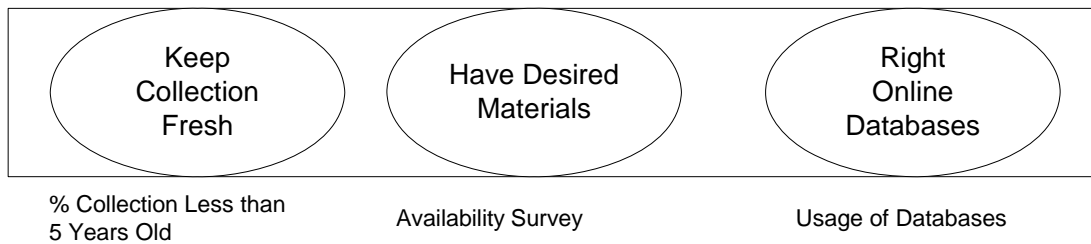


Aligning Mission, Vision, Strategies and Measurement

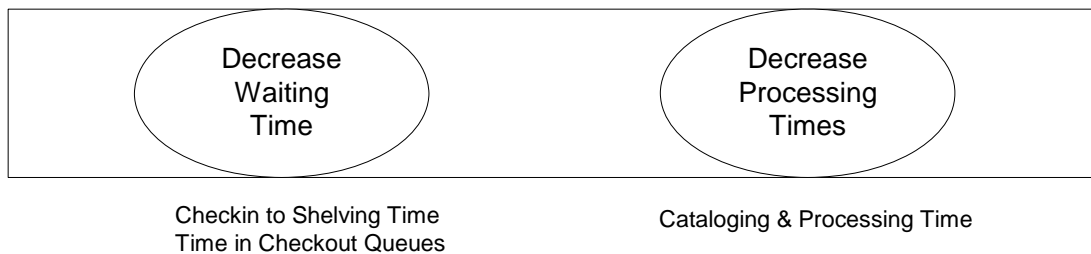
Customer Perspective



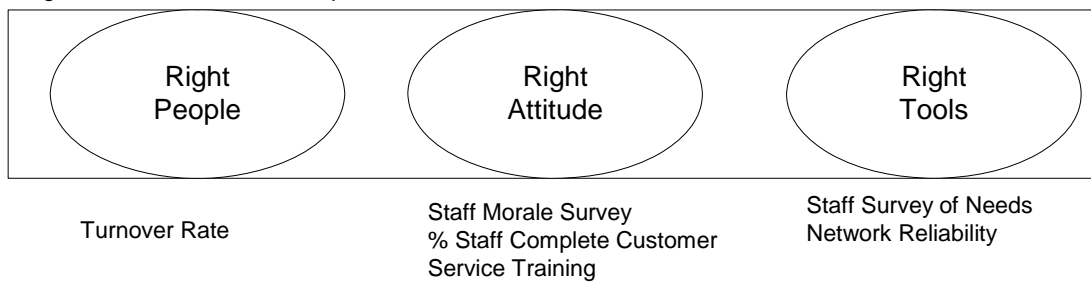
Information Resources Perspective



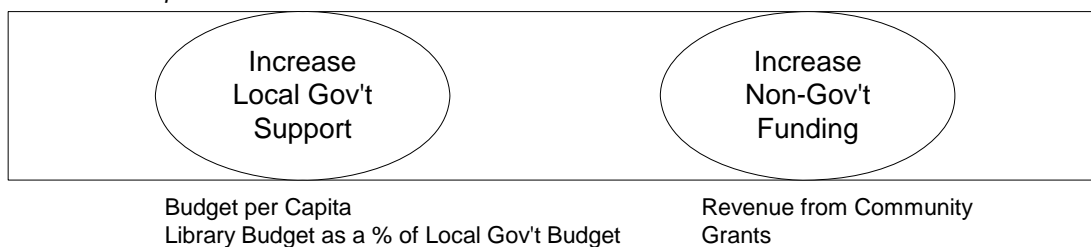
Internal Processes Perspective



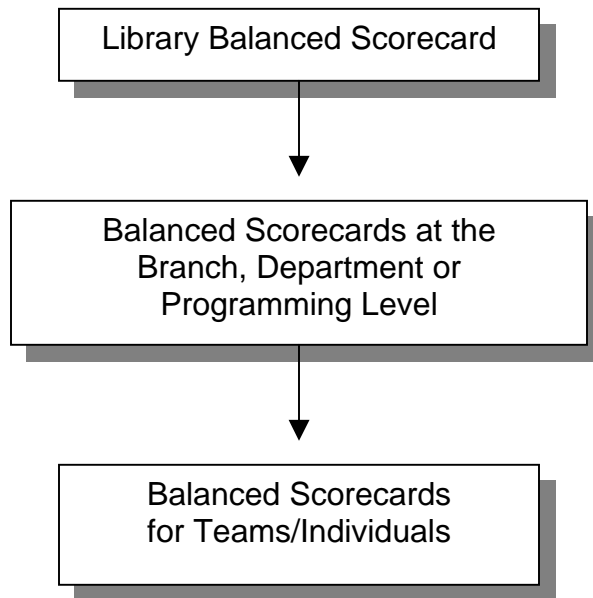
Organizational Readiness Perspective



Financial Perspective



Balanced Scorecard with Measures



Cascading Balanced Scorecards

Increased customer satisfaction
will lead to better financial results

Improved work processes will
lead to increased customer satisfaction

Skilled, motivated staff members
will improve the way they work

Knowledge and the skills of staff
members is the foundation of all
innovation and improvements

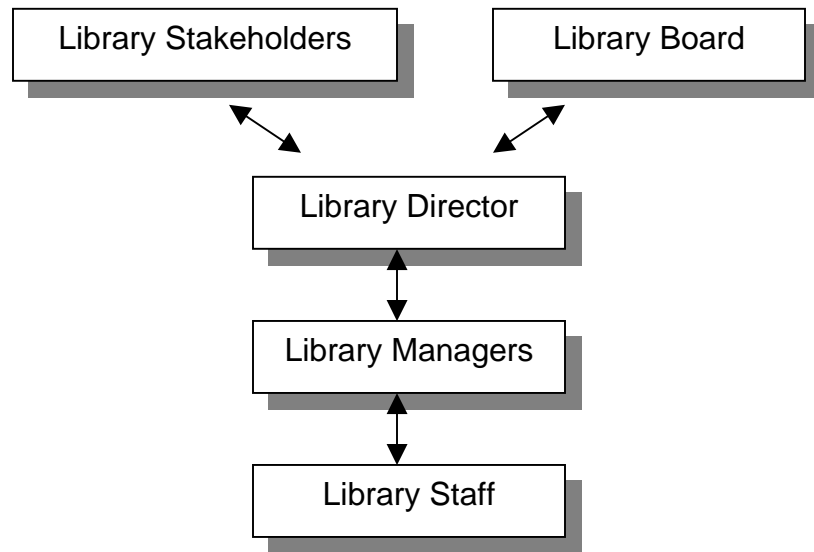
Financial Perspective

Customer Perspective

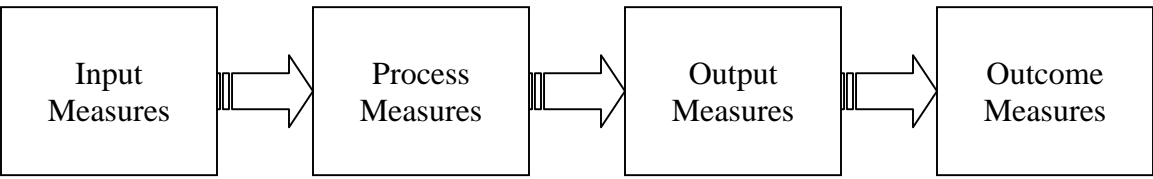
Internal Process Perspective

Organizational Readiness
Perspective

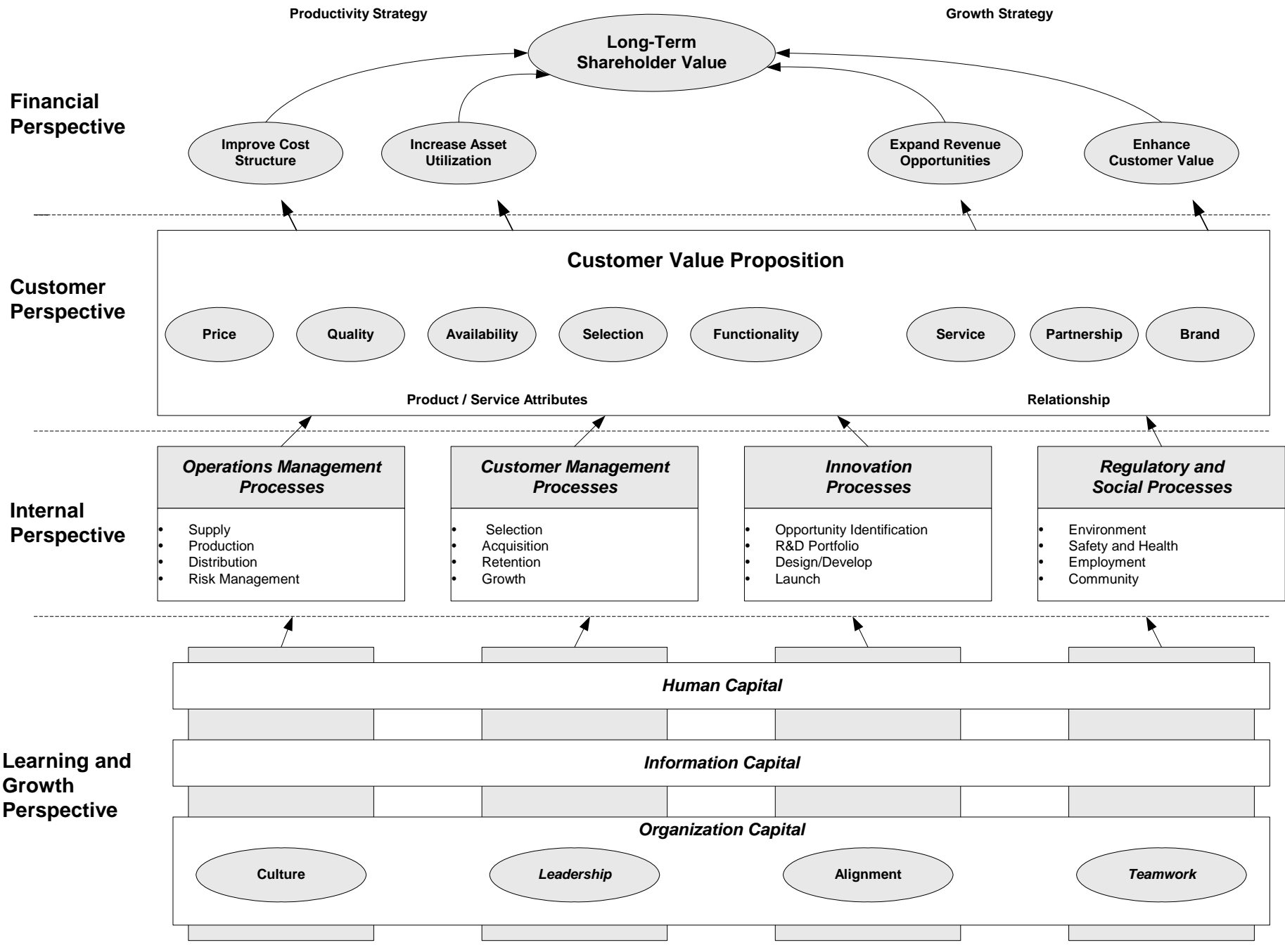
Cause-and-Effect Relationships



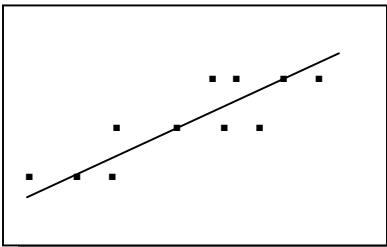
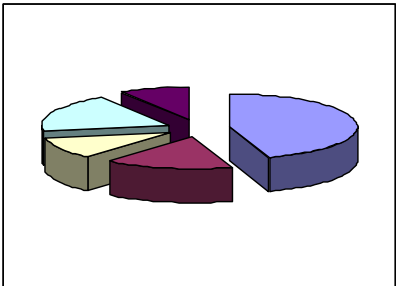
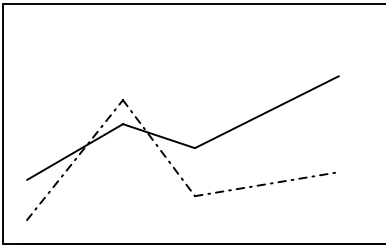
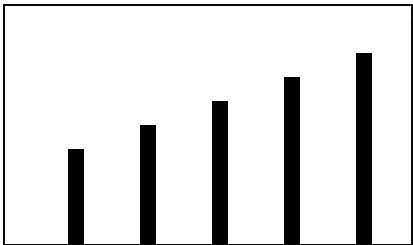
Communicating the Scorecard

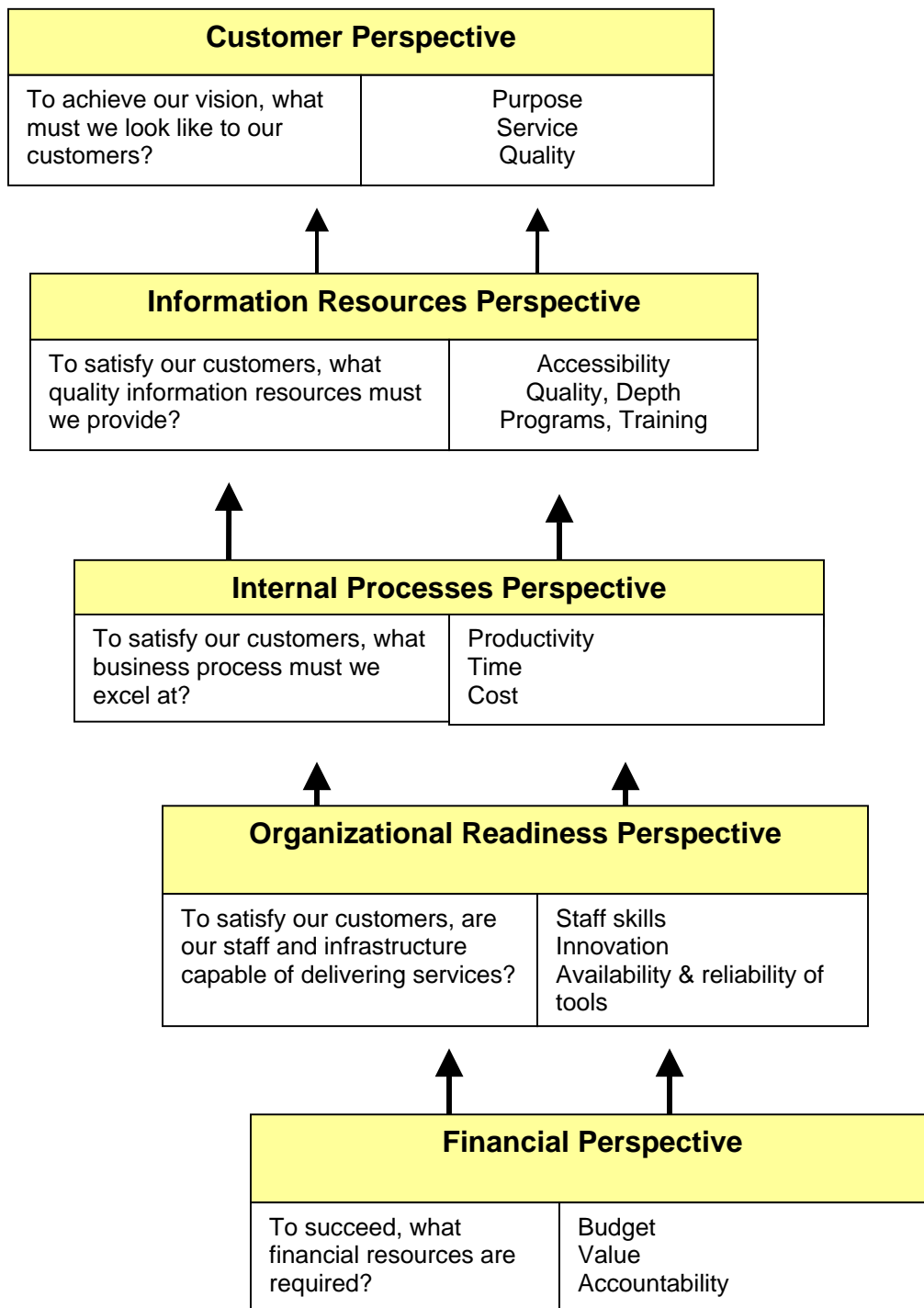


Evaluation Model



General Purpose Strategy Map





Illustrative Library Balanced Scorecard

Keys and Processes for Making Change Happenⁱ

Key Success Factors for Change	Questions for Accomplishing Change
---------------------------------------	---

Leading change (who is responsible)	<p>Will the library director . . .</p> <ul style="list-style-type: none">✓ Own and champion the scorecard?✓ Demonstrate public commitment to making the scorecard happen?✓ Garner resources to sustain it?✓ Invest personal time and attention to seeing it to completion?✓ Communicate the concept of the scorecard to the library's stakeholders?
Creating a shared need (why do it)	<p>Do staff members . . .</p> <ul style="list-style-type: none">✓ See the reasons for adopting a scorecard?✓ Understand why the scorecard is important?✓ See how it will help the library improve?
Shaping a vision (what will the library look like in the future)	<p>Do staff members . . .</p> <ul style="list-style-type: none">✓ Recognize what changes in behavior they will need to do?✓ Become interested in and motivated to make improvements in the library?✓ Understand how changes will benefit the library's customers?
Mobilizing commitment (who else needs to be involved)	<p>Does the management team . . .</p> <ul style="list-style-type: none">✓ Recognize who needs to be committed to the changes for it to happen?✓ Know how to build a coalition for support of the scorecard?✓ Have the ability to enlist the support of key individuals within the library?✓ Communicate frequently the library's vision and the role of the scorecard?

Key Success Factors for Change	Questions for Accomplishing Change
---------------------------------------	---

Building enabling systems	Does the management team . . .
---------------------------	--------------------------------

- ✓ Understand how to sustain and track the changes that will result from the projects and initiatives undertaken as a part of the Balanced Scorecard?
- ✓ Have the flexibility in the budget to sustain change?
- ✓ Have a communication plan for library staff?
- ✓ Acknowledge the importance of performance measures?

Monitoring and demonstrating progress	Does the management team . . .
---------------------------------------	--------------------------------

- ✓ Have the skills to collect and analyze the data for the measures?
- ✓ Publish quarterly updates to the Library Balanced Scorecard for all staff and interested stakeholders?
- ✓ Discuss the implications of the scorecard during management meetings on a regular basis?

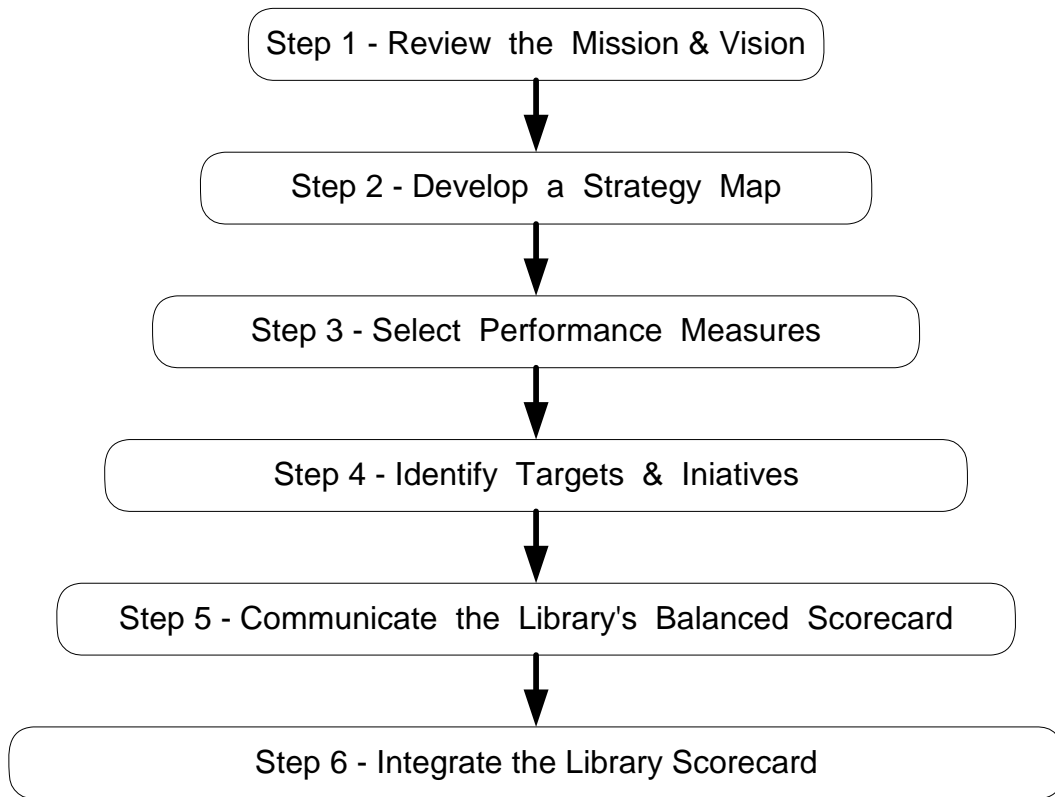
Making it last (how will the scorecard be sustained)	Does the management team . . .
--	--------------------------------

- ✓ Have the commitment to keep attention focused on the scorecard?
- ✓ Recognize that the scorecard will require adjustments over time?
- ✓ Tie projects and initiatives to the scorecard?
- ✓ Believe the scorecard helps them do a better job of communicating the value of the library to their stakeholders?
- ✓ Post the scorecard?

ⁱ Adapted from Brian E. Becker, Mark A. Huselid and Dave Ulrich. *The HR Scorecard: Linking People, Strategy, and Performance*. Boston: Harvard Business School Press, 2001, 186.

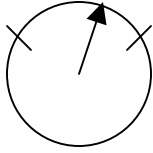
<i>Perspectives</i>	<i>Inputs</i>	<i>Process Outputs</i>	<i>Outcomes</i>
Customer			✓
Information Resources		✓	✓
Internal Processes		✓	
Organizational Readiness		✓	✓
Financial		✓	

Possible Performance Measures for Each Scorecard Perspective

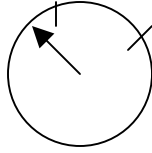


Process to Develop a Library Balanced Scorecard

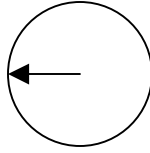
Customer
Perspective



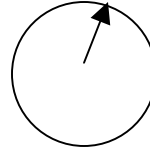
Information
Resources



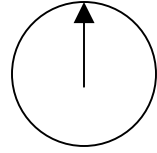
Internal
Processes



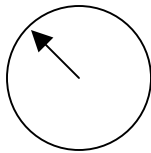
Learning &
Growth



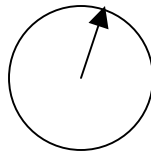
Financial
Perspective



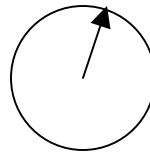
% Availability
Fill Rate



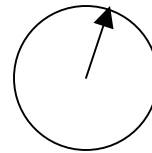
% Collection Less
Than 5 Years



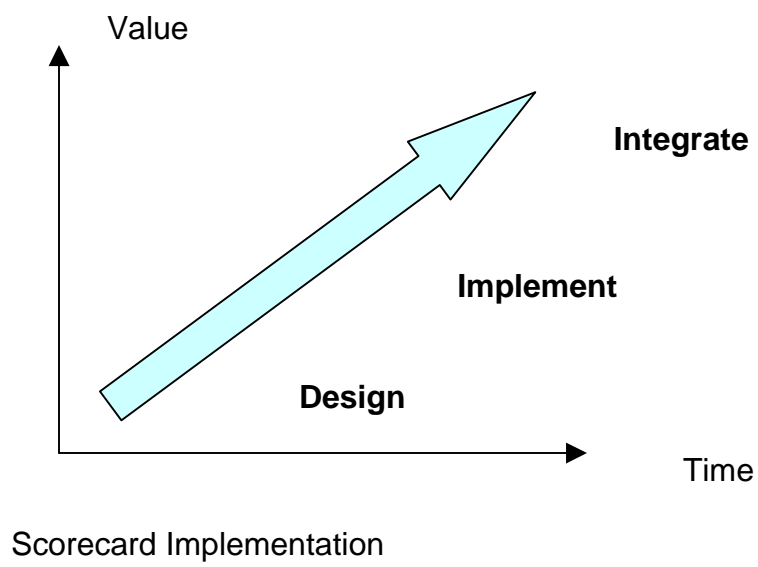
Time to Fill
Requests
(Holds)



% Collection
Discarded/Year



Sample Dashboard



Our Vision

What Does It Mean to Our:

Measures

Targets

Initiatives

Customers

Service & Value

To be frequently used and valued by the community

Cost/Benefit Analysis
Customer Satisfaction
% Population Who Use the Library in Last Year

Exceed 4:1 cost/benefit ration
More than 96% Satisfied
More than 55% of Population

Use focus groups to better identify customer needs
Merchandize frequently used materials

Information Resources

Relevant & Current

Provide access to a collection of materials and electronic databases that our customers find of value

% Collection Added in Last 5 Years
Availability Rate - %

45% of Collection Added in Last 5 Years
80% Availability Rate

Train pages to read shelves
Weed collection every 2 years

Internal Processes

Customer Focused

To excel in anticipating and responding to customers needs

Time to reshelve materials
Time to catalog & process materials
Cost of staff/circulation

Reshelve within 4 hours
Catalog & processing time of 7 work days
Be in the lowest 25% quartile among peer libraries

Restructure flow of materials
Explore outsourcing
Use more self-checkout machines

Organizational Readiness

Right People, Attitude & Tools

To attract and retain committed staff members that utilize the required tools to deliver quality services

Staff competencies assessment
Staff morale
Network reliability

90% of staff have basic skills
Morale rating in excess of 80%
Network reliability in excess of 99.999% uptime

Provide training on a more regular basis
Provide immediate staff recognition rewards
Identify ISP options

Stakeholders

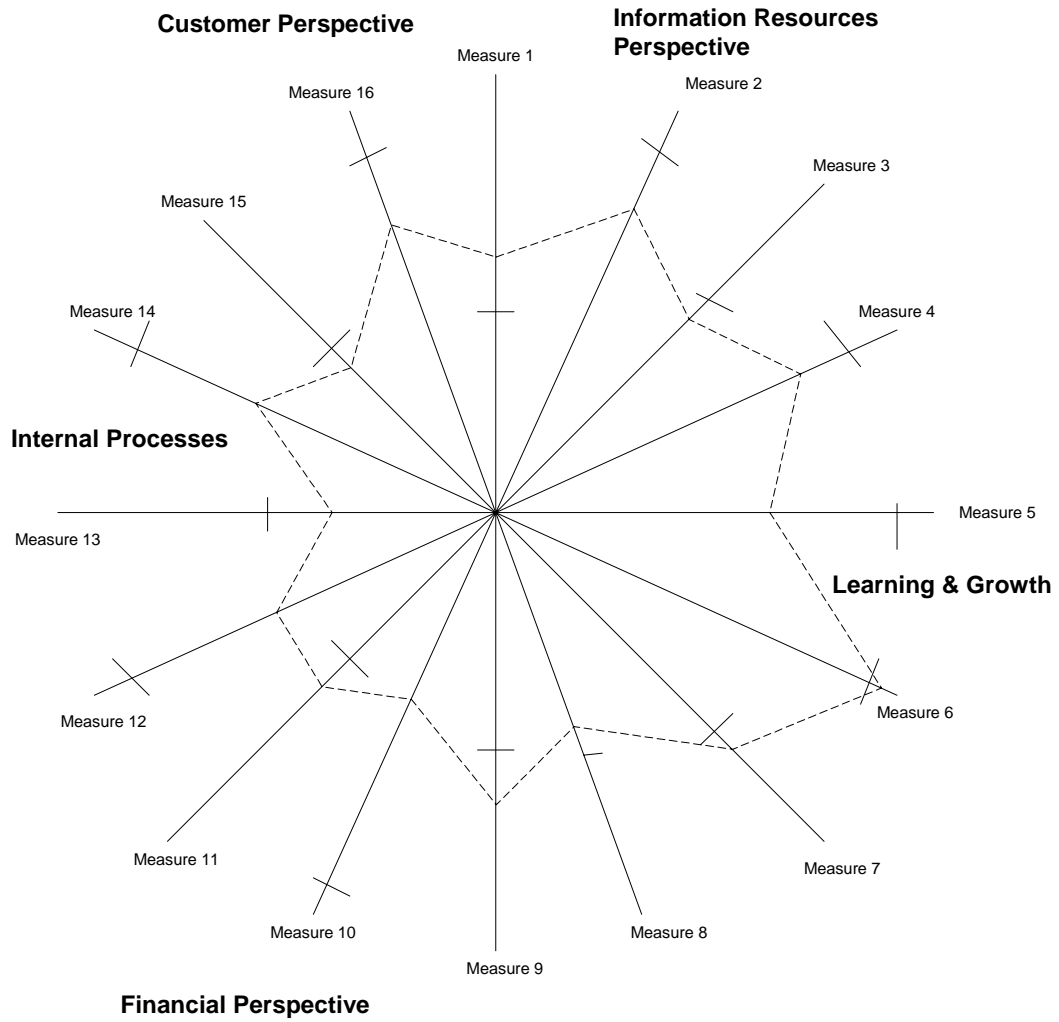
Demonstrate Value

Demonstrate that the library's services are valued by the community

Library budget per capita
% grants applied & received
Dollar value of contributions

Funding = COL increases
Win 35% of grants
Contributions exceed \$150,000

Hire full-time grant writer
Expanded space for
Friends book sale in library



	Low Impact	High Impact
High Value		
Low Value		

Value – Impact Analysis

	Low Impact	High Impact
High Value	Programs Recruiting & training staff Local history collection Interlibrary loan – resource sharing Meeting rooms & study areas	Library collection – borrowing, using & accessing materials Searching & downloading articles from online databases Reference service Summer reading program Computers for Internet access
Low Value	Bookmobile services Home-bound services Administrative services (HR, payroll, etc.)	Acquisitions, cataloging, processing materials Facility maintenance & cleaning Equipment reliability

Sample Value – Impact Analysis